

OCT 7 1926

Sales Management

For The Manager of Sales and Advertising

\$12,000,000 A YEAR
IN PERSONAL SALES

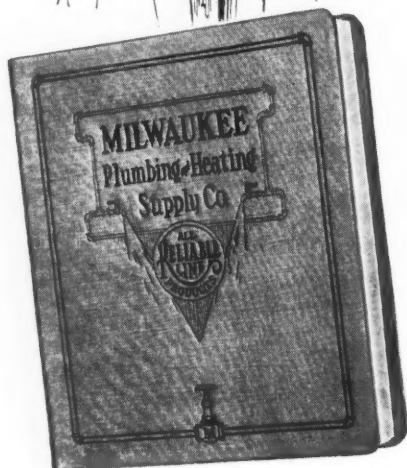
The Men on the Cover:

(Right) CHARLES C. GATES, President, and
(Left) H. D. THOREAU, Advertising Manager,
THE GATES RUBBER COMPANY

A Dartnell
Publication

OCTOBER 2, 1926

TWENTY CENTS



No matter what your catalog needs may be, you can profitably use Heinn Loose-Leaf Catalog Binders. Ask for complete information without obligation. Write today.

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A CATALOG that's undersized in efficiency can never do the work that it's supposed to do. It isn't "big enough" to withstand "rough-and-tumble" treatment. It doesn't get the orders.

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349 Florida Street

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HEINN BINDERS

*~ day ~ by ~ day catalogs
that last year ~ after ~ year*



One Whale of a Buy



911,000 Circulation ~ \$1.35 a Line

25% DISCOUNT

**DAILY STAR
and WEEKLY STAR
COMBINATION**
911,000 Circulation

Open Rate,
Per line.....\$1.53 3/4
Quarter Pages (532
lines), per line..... 1.44 3/8
Full Pages (2,128
lines), per line..... 1.35

**SUNDAY STAR
and WEEKLY STAR
COMBINATION**
700,000 Circulation

Open Rate,
Per line.....\$1.35 3/4
Quarter Pages,
Per line..... 1.26 3/8
Full Pages,
Per line..... 1.17



THAT is the new discount rate for advertising in The Kansas City Star and The Weekly Kansas City Star. Five Hundred Thousand daily circulation and Four

Hundred Thousand circulation in The Weekly Star. Total circulation more than 911,000—and headed straight for the million mark!

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Here is the lowest daily newspaper rate in the world combined with the lowest farm paper rate in the world *less a special discount of 25%.*

Here is a territory which produces three thousand million dollars annually in basic wealth—from the soil—wheat, corn, cattle, hogs, sheep, oil, lead, zinc. The richest producing

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The Kansas City Star—Daily and Weekly or Sunday and Weekly—reaches more than 42% of *all the families both urban and rural* in Kansas and Missouri, exclusive of St. Louis.

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Write today for The Kansas City Star's Market Survey. It will be sent free of charge and postpaid.

THE KANSAS CITY STAR. The Weekly Kansas City Star.

New York Office, 15 East 40th St.

Chicago Office, 1418 Century Bldg.

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

Do You Sell in These Markets?

Here are three prosperous markets, each one spending millions of dollars annually, and each one served by a publication which reaches the spenders in the industry.

CAN YOUR PRODUCTS BE USED IN ANY ONE OF THEM?

BUILDING SUPPLY NEWS

is read by 6,000 merchants of the building industry. They sell \$700,000,000.00 of construction materials yearly. For their own use they buy—

CRANES CONVEYORS TRACTORS
LOADERS MOTOR TRUCKS ELEVATORS
UNLOADERS TRAILERS SCALES

ALMOST ANY BULK MATERIAL HANDLING EQUIPMENT

BRICK and CLAY RECORD

Here's what clay plants spend yearly:

Machinery and Equipment Purchases	\$25,000,000
Coal	40,000,000
Gas	6,500,000
Oil	4,500,000
Electric Power	5,500,000
Clay	5,000,000
Kiln Materials	20,000,000
Other Materials	30,000,000
	\$136,500,000

WHAT PART OF IT DO YOU GET?

CERAMIC INDUSTRY

Besides raw materials, such as clays, silica, chemicals, feldspar, etc., the manufacturers of glass of all kinds, vitreous enamel, china and sanitary-ware buy equipment for—

BURNING DRYING
TEMPERATURE RECORDING AND CONTROL
CONVEYING SYSTEMS
POWER AND TRANSMISSION
GAS PRODUCING, ETC.

A DIVERSIFIED FIELD WITH ONE COVERAGE

SEND FOR an analysis of the market as it applies to your particular products. If there is no market for it in our fields, we'll say so. If there is we will be glad to help you develop it along reasonable lines.

Industrial Publications, Inc.
407 S. Dearborn Street CHICAGO
Members: A. B. C. and A. B. P.

This Issue at a Glance

DIRECT MAIL

The annual convention of the Direct Mail Advertising Association will be held in Detroit, October 20-22. The program is printed on page 533.

EXPORT

Philip S. Salisbury's Paris letter which appears in this issue is a discussion of advertising practices in France. He touches on some important points of difference between the use of the various media in France as compared with their use here in this country. The French attitude toward advertising is different from ours, too—and these differences must be understood if American firms are to succeed in cultivating the French market, he says. Page 506.

INDUSTRIAL SELLING

"My Experience in Selling to Big Industries" tells of the sales tactics used by the Hough Shade Corporation in selling shading equipment to factories. An important factor in selling to such organizations is reaching every person who might possibly have some interest in the equipment or some influence in the placing of the final order. Often big orders must be built up through the entering wedge of a small order, the writer says. Page 521.

LEGAL MATTERS

Gilbert H. Montague replies to Professor Ripley's recent comments on the Federal Trade Commission's right to dabble in the issuance of the financial statements of corporations. Page 552.

SALES CAMPAIGNS

The Bankers' Supply Division of the Todd Company exceeded by a 50 per cent margin, their previous peak season sales record, through an "Appreciation Drive" conducted during the last week in July in honor of the general sales manager of the company. Not one prize, either merchandise or cash, was offered during this drive, yet several unusual records were established. Details of the campaign are told in an article on page 515.

SALES CONVENTIONS

A news report of the recent Chevrolet sales convention during which salesmen for the company pledged an increase of one thousand cars in daily sales. Page 539.

SALES LETTERS

"Letters That Sell Advertising and Why" is the first article in a new series by Cameron McPherson. It touches on the important question of how to get a line on the man who needs to advertise. Although these articles deal with a subject of somewhat limited interest, they will contain valuable ideas for anyone who has an idea to sell rather than a tangible product, and who seeks to sell that idea by mail. Page 511.

SALES LITERATURE

"A 'Production' With a Sales Plot" is the leading article in the section on "Printed Things." Other articles in this section are: "Get the Retailer's Windows in the Picture"; "A Campaign that Doubles the Order"; "Repetition as an Aid to Emphasis"; "Fitting the Message to the Individual Order"; "Put the Other Three Pages to Work." Page 561 and section following.

SALES POLICY

A *Sales Management* subscriber who has always manufactured nothing but quality products now finds it necessary to bring out a medium priced line, and he writes, inquiring whether it would be advisable to use the quality brand name on the new product, or whether to give it a new brand name altogether. The experiences of Nash Motors, General Motors, Williamson Candy Company, Berkey and Gay, and others are recounted in an effort to answer this subscriber's question, "Can a Price Article Live Up to a Quality Name?" Page 523.

The writer of an article on page 527 is an ardent advocate of an annual house-cleaning among the company's sales policies. There is no reason why a concern should go on religiously adhering to certain practices simply because they have long been company policies, he says. Those very practices may be driving customers to competitors.

How the Conklin Pen Company won the everlasting support of one retailer through the careful and courteous handling of a special order, is told in an article by Eugene Whitmore, "A Buyer Tells Why He Stuck to One Line for Twenty Years." In this article some suggestions are made for checking up on the correspondence dealing with complaints, adjustments, special services, etc., in which small details loom up with such great importance in the eyes of the individual merchant who happens to be involved. Page 517.

SALES RECORDS

"Are Your Sales Records Producers or Parasites?" inquires Walter F. Wyman, general sales manager, the Carter's Ink Company, in an article in which he warns sales executives against investing large sums of money in records which can never be used. Page 508.

SALES TACTICS

In answer to an article in the September 4 issue of *Sales Management* by a Western Sales Manager, entitled "Why I Don't Believe in 'Ballyhoo' Methods of Selling," George L. Willman replies, on page 513, under the heading "Spasmodic Bursts in Sales." He disagrees in some points with the Western Sales Manager that all forced selling methods are wrong.

SALESMANSHIP

J. O. Dahl tells why only a few salesmen out of the many who called on him during his experience as manager of a hotel, succeeded in selling him anything. He recounts some incidents of successful sales and points out the factors which won the order. Page 519.

Leo N. Thomas, whose personal sales of insurance amounted to more than \$12,000,000 last year, tells, in the leading article in this issue, of the sales tactics which have enabled him to establish what is said to be a world's record for volume in his line. Turn to page 503.

WINDOW DISPLAYS

The manufacturers of Dutchess trousers hit upon a novel window display idea for demonstrating how strong the seams were in the garments they manufactured. This idea is described in an article on page 531.



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SYDNEY (AUSTRALIA)

CATTS-PATERSON COMPANY, LTD.

Member Audit Bureau of Circulation
Associated Business Papers, Inc.

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Six months' subscription, \$2.00 for thirteen issues. No two-year or clubbing rates.

Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the news stands of the principal hotels.

Closing Dates for Advertising: Published every other Saturday. In circulation preceding Thursday. Closing date for O. K. of proofs, twenty days before date of issue; final closing ten days before date of issue.

Sales Management

*Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations*

VOLUME ELEVEN

Established 1918 by The Dartnell Corporation

NUMBER SEVEN

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Edited by John Cameron Aspley

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Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

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News Items Indicating
the General Trend of
Business in the

OMAHA MARKET

TUESDAY, SEPT. 14

NEBRASKA HOGS SELL HIGHEST IN SOUTH OMAHA

H. L. Weber, Palmer, Neb., marketed a load of spring shoats Thursday averaging 219 pounds which sold for \$13.75. Chicago had a top of \$13.70 for the same class of hogs. This is believed to be the first time in a number of years that the South Omaha top has been above Chicago prices.

OMAHA CONTINUES TOP FAT CATTLE MARKET PRICES

Thirty-seven head of pure bred Hereford steers of the long yearling variety, bred by F. R. Saterfield of Taylor, Neb., but fed and marketed by William M. Fudge, cattle feeder and shipper, Swedenburg, Neb., established a new season top in the fat cattle division of the South Omaha livestock market Tuesday, selling for \$11.60. The cattle had been on straight corn and alfalfa feed for 11 months. This again put Omaha in the lead of the principal livestock markets from a price standpoint, Chicago reporting an early top of \$11.50.

THURSDAY, SEPT. 16

The World Herald

Morning Evening Sunday

National Representatives
O'MARA & ORMSBEE, Inc.
New York Chicago Detroit San Francisco



Courtesy The Pullman Company.

President W. Edward Foster of the American Sugar Refining Company has announced the resignation of FRED MASON as vice president in charge of sales. Mr. Mason, whose resignation became effective September 1, will retain a financial interest in the company and remains a director. Ill health, it is understood, made it advisable for him to give up active business for an extended period.

LEO EISEN, formerly sales manager of L. J. and C. D. Jaffee, is now associated with the Equitable Life Assurance Society as assistant agency manager at New York City.

S. J. HUNT has left the Independent Oil Men of America, of Chicago, to become sales manager of the Armould's Oil Company, of Quincy, Illinois.

W. A. ZIMMERMAN, formerly with the Erwin, Wasey and Company and Hart, Schaffner and Marx, has joined the Green, Fulton, Cunningham Company, Chicago advertising agency, as an account executive and copy-planman.

B. G. ALTHEIMER, formerly assistant promotion manager of The Dartnell Corporation, publishers of *Sales Management*, has joined the staff of the Olsen Publishing Company, of Milwaukee, Wisconsin, to take charge of its promotion department. The Olsen company publishes the *Ice Cream Review*, the *Milk Dealer* and the *Butter and Egg Journal*.

On September 7, HUGH M. SMITH became head of the radio department of Frank Kiernan and Company, New York advertising agency.

Rogers and Tracy, Inc., of Chicago, announce that HERBERT N. EWING, formerly with John Burnham and Company, has become connected with their sales department.

JOSEPH B. SHORT, for many years general manager of the Whitehead and Hoag Company, of Newark, New Jersey, together with Richard Roehm, has formed the Short and Roehm Company to manufacture celluloid and metal specialties for advertising and commercial purposes, in addition to

badges, buttons, indoor signs and emblems. The officers of the company are JOSEPH B. SHORT, president; RICHARD ROEHM, vice president, and FREDERICK KEER, secretary and treasurer.

RANDALL B. HARA, who has been in charge of the export department of the Tidewater Oil Company for the West Indies, Central America, northern part of South America and Canada divisions, has given up his work in the first three divisions in order to devote his entire time to Canada, making his headquarters in Chicago.

J. A. WHITE, sales manager of the Plankington Packing Company, of Milwaukee, Wisconsin, has been made general manager. Other changes in the company offices are the promotions of A. B. ZANTCHE from assistant sales manager to sales manager; of G. G. JACKSON from district sales manager to assistant sales manager, and of W. H. MATTHIES from salesman to district sales manager. All of these men, with the exception of Mr. Zantche, began working for the Plankington company as salesmen.

H. B. Clow, president of Rand McNally and Company, New York and Chicago, has announced the appointment of PHILIP J. SYMS as eastern advertising manager of the Rand-McNally banking publications. Mr. Syms was formerly advertising manager of the *Metropolitan* magazine and for several years an account executive of the J. Walter Thompson Company in New York.

H. T. Ewald, president of the Campbell-Ewald Company, announces the establishment of a branch of that advertising agency in Paris, France, which will be in charge of E. V. SALISBURY, who at one time was representative of the Willys-Overland Company in Paris.

The appointment of GEORGE FRANK LORD as general sales manager of the Star car division of Durant Motors, Inc., New York, has been announced by Colin Campbell, vice president of the company. Mr. Lord was formerly advertising manager of the Chevrolet Motor Company, and for ten years was director of advertising for E. I. du Pont de Nemours, Wilmington, Delaware.

Sales Management

A Dartnell  Publication

Volume Eleven

Chicago, October 2, 1926

Number Seven

Personal Sales

How Leo Thomas Earned the Title of "World's Champion Insurance Salesman"

\$12,000,000 *A Year*

By D. G. Baird

ONE day about six years ago a young life insurance salesman went to a bank in Hartford, Connecticut, to borrow some money. The banker was very busy, and as the young salesman sat and waited his turn, he observed that what the banker was really so busy doing was giving free advice. People in all walks of life came to him with their financial problems, because he was an authority on such matters and he had their interests at heart.

Right then and there was born an idea in the mind of Leo E. Thomas, the young insurance salesman referred to; an idea that has since carried Thomas to the peak of achievement in the business of selling life insurance.

"People don't know any more about life insurance than they do about financial matters," Thomas reasoned; "probably not as much, for they don't give as much thought to it. Life insurance salesmen are continually soliciting them, and every salesman has his own little

Leo N. Thomas set the remarkable record described in this article in the insurance business, but there's a big message in it for every man who sells, regardless of the nature of the product he may be selling. Thomas' record demonstrates that there is no limit to the bigness of the job a man can create for himself if he puts study and intensive effort behind the business of being a salesman.

The reasons for Thomas' success are basically simple: he has the courage that comes with the realization that he has an important service to sell; he speaks with authority because he has never ceased to study his product; and he wins big stakes because he thinks in millions instead of pennies.

ax to grind. He is working for one company and for himself. The client's interests are secondary; the salesman's commission and his company's business are paramount. Now, if I could just become an adviser in matters pertaining to life insurance in the same way this banker is a financial counselor, that would be the very thing."

Before he left the bank on that very occasion, Thomas laid his newly-conceived plan before the banker and the latter assured him that if he could put such a plan into practice, it was bound to prove successful.

Thomas went immediately to see a New Yorker who was at his summer home near Hartford, laid his plan before him, and was thrilled by the reply: "You're just the man I've been looking for." Thomas took the client's policies, put them in shape, and has since increased this client's insurance holdings four different times.

From that day, Thomas has been an "insurance counselor."

The results, in the amount of insurance he has since written, read like this:

1921—	\$1,454,000
1922—	\$3,100,000
1923—	\$7,000,000
1924—	\$25,000,000
1925—	\$12,000,000

There has been more or less speculation about that 1924 total of \$25,000,000, some estimators placing it as low as \$15,000,000. The reason for this is that when an underwriter acquires the technique and clientele that enable him to become a multi-millionaire producer, he establishes confidential relations with companies and

policyholders which occasionally make it undesirable to give out the exact amount of business produced. It was in 1924, however, that Thomas completed the purchase of \$15,000,000 worth of life insurance for the Book brothers alone, and he himself is authority for the statement that his total that year was "over \$25,000,000."

For purposes of further comparison, it may be said that "The Insurance Field," a trade journal that publishes an annual list of insurance salesmen who produce \$1,000,000 or more worth of business, lists 175 such underwriters in its "Corps D'Elite" for 1925 and adds that there are probably 25 others in the country who, for one reason or another, are not included. Only five of the 175 listed besides Thomas produced as much as \$5,000,000 or more.

The underwriting of the Book brothers for a total of \$15,000,000 is another of Thomas' records that has never been remotely approached by any other underwriter. These brothers, J. Burgess, Jr., Herbert V., and Frank P. Book, form the Developments Corporation of Detroit, one of the largest incorporated bodies in Michigan, and are engaged in developing Washington Boulevard, Detroit. The Book Building, the Book-Cadillac Hotel, the 1200 Washington Boulevard Building, and the Industrial Bank Building, all modern "skyscrapers," are some of the projects already completed by these young men, while their plans call for several others, including an 81-story Book Tower.

The insurance, consisting of \$5,000,000 on each of the three brothers, is intended to insure the carrying through of these ambitious projects, as well as to take care of their personal interests. It is



Leo N. Thomas had the distinction two years ago of writing the \$15,000,000 worth of insurance covering the lives of the three Book brothers, Detroit capitalists. This is reported to be the biggest single transaction underwritten by any life insurance salesman in history. Thomas' sales tactics are described in this article.

interesting to know that practically every life insurance company in America participated in the underwriting of this huge risk and that every one of the big companies was called upon for the absolute limit of insurance it will issue on the life of any individual.

To quote the "Insurance Field" on Thomas' part in the huge transaction: "Leo Thomas, brilliant young life insurance counselor, of Detroit, thirty-one years old, crown prince to the throne of Rosen, who has at last surpassed the mightiest deeds of that master writer by writing the most stupendous life insurance transaction the world has ever known, is the writer of the Book application.

"He is the young man who first sensed the greatness of the immense projects of the house of

Cadillac. It was he who realized that developments to the extent of \$50,000,000 must have the assistance of an ally that even defeats death. It was he who knew that these young men wanted to bring to completion their enormous plans. So, in the subconscious area of Leo Thomas' keen, youthful, and ever alert brain, there arose a vision of the great helpfulness that the institution of life insurance could render in this case. And by showing the Book boys that life insurance was the only means of realizing their life ambition, whether they lived or whether they died, Leo Thomas' dream came true.

"Many trying months passed before Thomas realized his dream. There were hundreds of companies to write to, hundreds of miles to be traveled from home office to home office, medical examiners and directors to confer with; then at last came the most trying time of all, for the Book brothers as well—the exami-

nations. Literally hundreds of forms, applications, and blanks had to be signed personally, by both insured and insurer. . . .

"After the examinations were over came the ever-perplexing question: 'Can we get all of it?' Company limits and retention had to be thought of; then came the problem of reinsurance. . . . But at last came the day of the announcement and then the world knew that the greatest life insurance policy of all time had been successfully written." . . .

Thomas has established numerous other records in the life insurance field, among them the underwriting of a \$5,000 a month disability income policy for Henry T. Ewald, president of Campbell-Ewald; a \$500,000 group insurance

(Continued on page 559)

*When Does a Salesman
Profit by*

CALLING *the* BUYER'S BLUFF?

By
John L. Scott

*No Self-Respecting Salesman Can
Let a Buyer Cast Reflections on His
House, His Line or His Honesty*

ONE morning not long ago a young salesman walked into the office of a bank president, introduced himself as the representative of a company making check-writing machines, and prepared to explain his proposition. With a wave of his hand the banker cut him short.

"Check-writers?" he exploded. "The people who make those things are a bunch of crooks. All of them ought to be put behind the bars. I haven't time to talk to you, young man." He turned his back to his visitor as though he considered the incident closed.

"Just a moment, Mr. Banker," interrupted the salesman. "There's something about the check-writer business I want you to know. I think it would make you change your mind about calling us a bunch of crooks." Seeing that the banker was listening, he continued.

Winning an Irate Buyer

"Before I got into this business, I wanted to be sure myself about the character of the men who made and sold check-writers. I may have had the same impression you have—that some of them might have been a little crooked. So I took a trip up to the state penitentiary and asked them to show me through the place.

"I walked past rows and rows of cells. As we would come to one section the guide would say that here were the safe-crackers, or the forgers, or the murderers, or the burglars, or some other class of criminals. Each class was put into a section by itself.

"Pretty soon I asked him to show me the section given over

to check-writer salesmen. There wasn't a single one in the place.

"Then I asked where the bankers were. And there was one whole end of the building filled with bankers!"

The banker swung his chair sharply around and faced the salesman. He commenced to sputter, turned red and was at a loss for something to say. Then he seemed to cool off and regain his composure, "Perhaps I was a little bit hasty," he said, after a moment's pause. "Sit down and let me see your machine."

Lost Temper, Lost Order

No self-respecting salesman will stand meekly by while a buyer casts slurring reflections on his line, his house or himself. He will flare up at the mere implication that there is anything at all shady about his business. Some salesmen, however, are satisfied to tell the buyer in no wavering terms where he may be consigned and let it go at that, while others keep their heads and either force the buyer to prove his contention or retract his statement, as did the man who sold check-writers.

There is seldom anything to be gained—except, perhaps, a moment of personal gratification—by dropping a few acid remarks and walking out on the buyer when he chooses to insult a salesman, but there is a great deal to be lost. Whether the salesman in the foregoing incident closed a sale or not, he changed the banker's attitude, established their relations on a friendly basis, and stood a good chance of enlisting him as a regular customer.

Another example of a salesman's reaction to the buyer's inference

that he was engaged in a business which savored of crookedness is told by a man, now a successful life insurance agent, who began his selling career as a stock salesman. At that time he was very young, he says, or he would not have had the temerity to take the course he did, but the outcome was the sale of several thousand dollars worth of stock and the transforming of the prospect from a prejudiced investor into a steady buyer of stocks.

The buyer's first words when the salesman explained the purpose of his visit were, "Well, I've never had any dealings yet with a stock salesman who wasn't a crook, and I don't suppose you are any different from the rest of them."

Without saying a word the salesman walked over to the window in the prospect's office. Looking down on the street he said, "Do you see that woman walking along the sidewalk over there?"

The Salesman and the Parable

The prospect looked but didn't see anyone. "What's the matter with you?" he replied. "There isn't a soul on the sidewalk."

"Oh, yes, there is," persisted the salesman. "She's right across from us. That woman is a pick-pocket."

"Are you crazy?" asked the prospect, glancing in perplexity up and down the sidewalk across the street which was completely deserted.

"Never mind about that," continued the salesman. "There's another woman right behind her. She's a thief, too."

"Say," interrupted the prospect, "tell me what you're raving about or I'll have you put out of the office."

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The Galerie Lafayette, one of the leading continental department stores, confines its advertising to signs on its buildings, handbills, posters, and moving vehicles. Note the electric sign running all the way across the top of the store.



The A-B-C's

By Philip
Vice President,



ADVERTISING in France—taking all forms of publicity and averaging them up—is in about the same stage of development as that we were in at the turn of the century. There are many reasons for this—high rates, false circulation claims, a scarcity of men who can write real selling copy, public skepticism, a disbelief in advertising because so many fraudulent products are advertised alongside the good ones, and a lack of what we consider business enterprise on the part of many manufacturers.

Let us take the last point first. Here is a maker of face creams, there a glove maker, somewhere else a small manufacturer of shoes. Their products are superlatively good. Every year sales and profits grow a bit. Always they are turning business away because they cannot or will not speed up production. Their products would lend themselves easily to advertising. If they needed capital for expansion they could get it easily. But they turn a deaf ear to solicitors.

Because they personally make or superintend the making of their products, they are afraid of any outside force that might make their

businesses grow—they are afraid that with machine production and the taking on of inexperienced employees, the quality of their products might suffer and that if this happened the family name would suffer too. They retain the craftsman spirit. I have noticed it in a number of the restaurants. One near my hotel has excellent food and service, and is so deservedly popular that some people stand for a half hour or more waiting for tables while others grow discouraged and go elsewhere to dine. At home the owner of such a place would build an addition or move to larger quarters. But not in France. If the place were any larger the proprietor would have to entrust the making of the delicious sauces to other and less skillful hands and he might be unable to give his regular patrons a personal greeting. He would be unhappy. Quite naturally, then, he does not advertise.

Newspaper advertising is still in the mire of the Dark Ages. Poster advertising, on the other hand, is very modern and very good. Many of the best masters of poster design are Frenchmen and their works

are artistic marvels. Not all of the French posters carry an effective sales story, but men who have observed the evolution of advertising here say that the sales message is improving constantly and that when French genius turns itself to the improvement of other forms of advertising it will give the rest of the world a mark at which to shoot.

Painted and electrical displays likewise are growing more and more popular. Recently there was quite a row among the city fathers over a bill which would prohibit advertising along the Champs Elysees. It was killed, and many

of Advertising in France

S. Salisbury

The Dartnell Corporation



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The French street vender at the left has a news stand with a side line of pumice stone. All kinds and descriptions of merchandise can be bought at these Parisian sidewalk shops. (Above) The French advertiser is partial to advertisements on wheels. This delivery wagon sign is considered hot stuff by department stores.

Ford's chief competitor abroad, the Citroën car. Incidentally, Mr. Citroën rents this incomparable display space for 1,000 francs a night, or thirty dollars in our money. This same enterprising man-

particular to go during our idle moments, but the Frenchman is more fortunate. He has only to go a few steps to find a pleasant sidewalk cafe where he can sip a liqueur or down an aperitif while the world leisurely passes by, and he isn't going to be annoyed watching a sky pilot try to sell him something. Besides, he is deathly afraid of being "taken in." (I must break myself of the habit of making these casual references to beer and sidewalk cafes and other good things we don't have at home. This week came several letters from friends who said I ruined their morale for days simply by mentioning Munich beer.)

The doughboys, as you may remember, had a bawdy song which started like this, "Oh, the French they are a funny race, funny race. (The finish of the song, as you may also remember, isn't printable.) Anyway, since most things which differ from our own accepted standards are funny to us,

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Parisians are wrought up over what they fear may happen eventually to their beautiful city. Paris is a city of marvelous vistas, with an enormous number of "come on" locations, many of which were bought up on long-term leases during the war by an American who learned outdoor advertising with the old Gude outfit and who is also one of the owners of Savon Cadum, the most popular toilet soap.

One of the scenic wonders of the world, the Eiffel Tower, is illuminated at night with a flashing sign which reminds people of Mr.

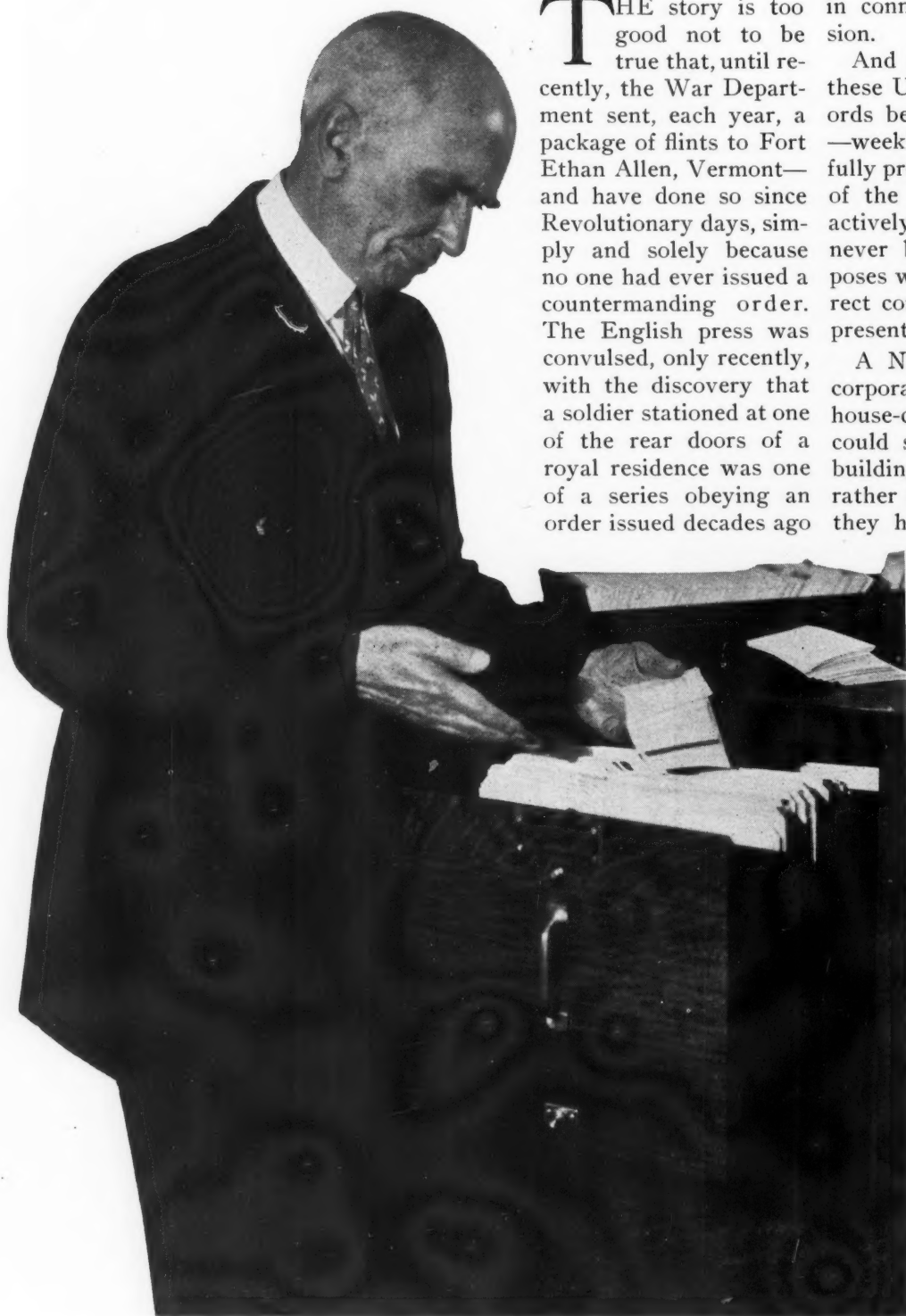
ufacturer was the first to use sky-writing airplane advertising in this country. He did it three times, and several other advertisers, impressed by such a gigantic display, followed suit, only to find that no one bothered to look up to the sky to read their names.

The man on the street saw that a plane was writing something, but said to himself, "Ah, there's Mr. Citroën again." At home big crowds collect to see a building being demolished or a window washer at work on the fifteenth floor or a man exhibiting a jumping doll. We haven't anywhere in

Are Your Sales Records **Producers or Parasites?**

By Walter F. Wyman

General Sales Manager, The Carter's Ink Company, Boston, Massachusetts



Many dollars were saved when the sales manager started in to discard tons of useless records which had been accumulating for years—records that no one ever looked at, even when they were current.

THE story is too good not to be true that, until recently, the War Department sent, each year, a package of flints to Fort Ethan Allen, Vermont—and have done so since Revolutionary days, simply and solely because no one had ever issued a countermanding order. The English press was convulsed, only recently, with the discovery that a soldier stationed at one of the rear doors of a royal residence was one of a series obeying an order issued decades ago

in connection with a social occasion.

And so, in private businesses in these United States, there are records being made yearly—monthly—weekly—daily—which serve no fully profitable purpose. Every tick of the business clock sees clerks actively making records which will never be used—or used for purposes which have no direct or indirect connection with profits—past, present or future.

A New England public service corporation found in a records-house-cleaning process that it could save the erection of a new building, simply by destroying rather than keeping records which they had considered as vital and indispensable. But when investigation proved that, based on the annual number of requests for these records, they were costing hundreds of dollars per inquiry, a further investigation was ordered. This proved that in only one case in twelve years had the existence of these records had a money value—when it aided the company in a partial recovery of a sum less than twenty dollars.

In keeping with sound modern methods of production controlled by the production department it is inevitable that duplication of records will come into being unless extreme care is used. For example, it is now customary in many industries for the production department to have compiled elaborate sales and orders analyses.

These records are necessary, not only to the production but also to the purchasing department, in many enterprises.

Yet, it will be found that even with the creation of these new minute and accurate sales and orders analyses, the sales department is having the same sales and the same orders analyzed for its use along lines so similar that the work is positive duplication, or usually nine-tenths duplication.

Obviously, in such cases the sales records are parasites and not producers.

Because sales management has so many varied phases, and one enterprise may well adopt a program of procedure which would be wholly unsound for another enterprise, no hard and fast rules can be laid down establishing the best methods for keeping sales records. Sales organization "A" is made up in the field of veteran salesmen, still in their prime and capable of handling their territories along broad lines. Sales organization "B" is headed with an inside organization of great strength and sales-direction ability—and has in the field a remarkably well-coached, but young and inexperienced sales force.

Sales organization "A" may very possibly dispense with all except a geographical customers' history record card, so far as the needs of inside sales direction are concerned. Yet, sales organization "B" may require daily sales records tabulations, analyses and statistics, in order that the real marketing brains of the sales organization may direct—and most carefully direct—the work of the young and inexperienced field salesmen.

In fact, it is in organizations where there exist both the unusually capable field staff and

unusually capable sales executives parasitical records will be found. The type of records which chart in detail the number of calls made and the life history of each prospective customer visited, seldom can be used profitably. For the veteran salesman of unusual ability should be freed from minor correspondence and his time in the field left for major accomplishments. If it should be determined by such records that a salesman of this rank—ing calibre made twenty-two calls

chain of records which must be kept up in order to attain maximum profits. But the daily call report—so essential in many phases of specialty and detail work—may give place to a once-a-month record which merely shows the city in which the senior salesman spent each day—a type of record of great value in connection with sales planning.

As an heritage coming from an ancestry of lawyers, my natural inclinations are to desire exhaustive sales records. But my constant training with management officials who have repeatedly asked me, "What are you going to do with it when you get it?" has hewed off huge chips from the monument of unwise emphasis on completeness of unessential records, with which I started eighteen years ago.

As we break away from the usual essential sales records—customer history cards and itemized annual sales totals—we come to a land in which each sales manager must be his own king. For without the most infinite of knowledge of your method of sales management and the real sales needs of your company, I cannot wisely tell you when your itemized sales records should be analyzed

by territories, rather than simply on a national basis.

For it may well be that with your outside sales force, with your other methods of marketing and with your type of trade outlets, territorially analyzed itemized sales, even on an annual basis, would be a parasitical growth reducing gross profits.

Conversely, though you insist upon daily itemized territorial sales records, and these in comparison with the corresponding day of a dozen previous years, and then have these tabulated daily against

A SALES RECORD which can be placed in the sales manager's hands while it possesses new value may not need to be complete to be a producer, says the writer of this article. "The same fact, more elaborately analyzed and collated—but stale because of the time taken in the compilation—may be merely a means of bringing regretful thoughts to the sales executive's mind—a suggestion that the door be locked since the horse has been stolen.

"Give your sales record the profit test. Records kept simply for 'sales insurance' are particularly apt to show themselves as parasites under the honest microscope of unbiased observation."



on Monday and only four calls on Tuesday, this information is a matter of complete indifference to the sales executive who knows that behind these facts is the best of reasons.

Parasitical records may be largely a failure to differentiate between the several members of a sales force. The newcomer and the specialty salesman may wisely start a

your territorial sales quotas, and have even a further column showing the modifications of your initial sales quota, caused by various conditions, surely no one can say that this is a parasitic set of sales records. It may be the one and only way to the greatest net profits over a long term of years.

The proof of the pudding is the eating thereof. Sales records should be considered as parasites until the contrary is proved. This generalization applies except in the case of experimental cross-sections—in which case they are a definite cost of doing business, unless carried to an excess. Their true worth can only be determined after the records are completed and used.

But the great majority of records are more or less susceptible to the profit test. Records kept simply for "sales insurance"—as one of my good friends has named them—are particularly apt to show themselves as parasites under the honest microscope of unbiased observation. "If I do not keep an analyzed territorial record, item by item, how am I insured against a salesman's neglecting some one of our four hundred items?" was a question asked me several years ago.

Cross Section Analysis

The correct answer is that experience, coupled with judgment, should show whether the cost of this insurance made it a wise investment or a squandering of hard-earned money.

Today, that particular questioner has abolished his system which required daily analysis by items of every outgoing shipment, and often a grouping and totalling for each salesman's territory. He has substituted cross-section analysis—and uses this only when his assistant in charge of incoming orders feels that there is a probability of the type of neglect which daily records would inevitably disclose. With one hundred fifty salesmen multiplied by three hundred business days, and an average of sixty invoices per salesman multiplied by an average of fourteen items per order (including mail orders), the amount of work abolished can readily be seen.

Less than a sixth of the one hundred fifty salesmen require even an annual cross-sectioning of their sales in three cities or towns taken at bi-monthly intervals—a task one clerk can easily handle and have still more than half her time available for other forms of sales record analysis.

It may well prove on investigation that any one form of sales record is both profitable and parasitical.

One Man's Mistake

To explain this seeming paradox, it is merely necessary to take as an example a customer's history record card. The moment this contains more than the actual annual purchases of the customer, there comes a danger of parasitical growth. But in many enterprises there are certain outstanding facts which should be recorded on the customer's history record card. These may be no more than the customer's discount, net prices and F.O.B. point. They may include an entry or a symbol indicating the comparative size of the account and the existing competition. But when it becomes an invariable practice to record every scrap of information obtained through the salesman covering the account and coming in through credit reports, there is always the danger—and usually the existence—of facts recorded which diminish instead of increase profits.

One of the ablest of our younger crop of sales executives came to a Pennsylvania enterprise from an excellent graduate school of business administration. Before he had hardly more than time to grasp the routine of the sales and intermeshed departments, the sales manager went into business for himself—and he was given the wonderful opportunity of assuming sales direction.

But for more than two years he handicapped his growth, if only in slight degree, by inaugurating and maintaining folders in which were filed all incoming information in regard to each state. If a salesman wrote a letter which in part or whole covered conditions in a city, county or state, the letter was duplicated or excerpts from it typed

and put in one of these folders. Each week brought in many business reports from various sales, advertising and statistical organizations. These were clipped, pasted and geographically filed. Governmental bulletins supplied a wonderful number of clippings. Trade associations, local, sectional and national, helped bulge these folders. Even financial dailies and the financial news and business pages of the daily press constantly added their quota.

Unquestionably, the time spent in reading these notices gave this newcomer to active business a fine background. But the system was abolished overnight, when this sales manager came to know his real needs—real needs from the basis of making profits. For he found that, first of all, when he needed territorial background for an individual problem he needed the latest information—he needed professionally collated and digested information.

In place of these over-crowded folders he had three volumes of statistics—one issued by the Department of Commerce; one issued by his national trade association, and a third issued by his advertising agents.

Short Cuts to Facts

These three, plus the best of sales atlases, gave him the immediate mastery of more information than his folders contained. By personal contacts with brother sales managers specializing in certain territories or with well-balanced national distribution, he could, by letter, by telegram or by telephone, quickly get the latest developments in any district. It is easy to estimate that this saving represented perhaps two thousand dollars in actual outlay. But, most of all, it freed the sales manager's time, and that of a clerical assistant, for the making and using of profitable sales records.

The first essential in making sales records producers instead of parasites is making sales records which can be used profitably. A screwdriver somewhat resembles a narrow chisel—but it is a poor substitute when a chisel's edge is

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Letters That Sell Advertising and *Why*

I—Getting a Line on the Man Who Needs to Advertise

By Cameron McPherson

WHY do so many men fail when it comes to selling by mail? Because they are unable to see themselves as their prospects see them. This is vital in selling advertising.

When the average advertising man straightens his tie and strikes a pose in front of the mirror, he sees a very unusual man. He sees a man whose opinion is asked by dozens of big, successful business men. He sees a face that hides a brain capable of generating million

dollar sales ideas. He sees a man to whom the most intricate problem of business is as simple as A-B-C. In short, he sees about as smart a chap as you would want to find anywhere. This picture may be overdrawn; but the point is that advertising men, being human, are inclined to appraise themselves highly—too highly.

The man who is going to buy the advertising sees a different picture. Whereas the chap with the advertising to sell—the chap who is going to write the letter—sees only his own virtues, the man who is going to pay the bill—the chap who is going to read the letter—sees only the flaws in the picture. "What, ho," thinks he, "another one of these city slickers wants to tell me how to make money! If he knows so much about making money he would have so much himself that he wouldn't have to be writing letters like this." He well remembers old Sam Browne, who used to have a plant on Main

NOTE: This article begins a new series by Cameron McPherson reviewing and discussing letters which have been effectively used to sell advertising. Although the articles deal with a subject of limited interest, and appeal particularly to those in the advertising business, they will be found helpful by all our readers selling an idea. Selling by letter has perhaps progressed farther in the field of advertising than in any other field, and for that reason the methods which have proved successful in the sale of advertising should prove equally effective in selling other ideas about things. Advertisers, too, will find the articles entertaining and suggestive for the light which they will throw upon a most interesting phase of modern business.

Street. Sam tried advertising once, spent \$100 for a page in a special issue of the "Hiramville Bugle" and never got a peep out of it. They won't catch him napping—not by a long shot. He is on to these advertising men who want to attach themselves to his pay roll! And, anyway, he never took much stock in these smooth letter-writers. Let them go out and build up a big successful business like his and then try to tell him what to do. True, this picture is also overdrawn, but it completes the point I want to make: The average man who receives an advertising sales letter is "gun shy." He doesn't want to be sold. He is fearful somebody is going to talk him into spending money. So he leans back, defiantly critical and adopts an "all right, now you show me" attitude.

So in writing letters to sell advertising—and this applies to almost everything—you must first get the other fellow's point of view. Forget how good you are. Think

and write to break down the resistance that your letter is sure to meet. There is only one way to do that—probe for a live nerve.

Every man in business has a problem that is "getting his goat." Sometimes it is a simple problem such as getting back lost customers. Other times it is a more intricate problem such as reducing the turnover in a sales organization. But no matter what the problem may be, to that man it is a very big, and a very important problem.

The little manufacturer doing an annual business of \$25,000 is just as much concerned with his little problem as the manager of a concern doing a business of \$25,000,000 is with his. As a matter of fact, the little fellow probably loses more sleep over his little problem than the big fellow loses over his big problem.

The first job of a man selling advertising is to find out what these problems are. The second job is to study that problem. And the third job is to prove to the prospect that you can help him solve that problem.

Now this sounds simple. It sounds almost too elementary to suggest in an article intended for successful advertising men. Yet in a check of twenty letters endeavoring to sell a concern advertising, not a single letter made mention of our problems. They confined themselves entirely to general statements about results that had been achieved by others, about the economy of the plans

advocated; about the number of people reached; about reader interest and all those other things which mean so much to the advertising man, but little or nothing to the man you are trying to sell.

I am reminded of a story told by Charles L. Benjamin when he was advertising manager for the Cutler-Hammer Manufacturing Company of Milwaukee. Mr. Benjamin was solicited by a paper circulating among five and ten cent stores. Mr. Benjamin replied that they had nothing to advertise in such a publication. He asked the advertising man what he thought Cutler-Hammer sold. And the reply came back: "Why hammers, of course." The man who was so positive that he held the answer to Cutler-Hammer's sales problem did not even investigate enough to find out that Cutler-Hammer made electrical apparatus!

Battles Won in Camp

Who ever heard of a trial lawyer going into court and pleading his case without any preparation? The first thing a lawyer learns is that law cases are not won in the courtroom, but are won outside gathering evidence, checking facts and rehearsing witnesses. But most advertising men see no need of getting the facts first. They pin their faith on generalities; they are content to "bluff" their way through. The average advertising salesman spends less time in building a "preapproach" than the average salesman for any office appliance. Is it any wonder that so few advertising selling letters receive consideration?

Before me are six letters attempting to sell advertising. One is from the publisher of one of our great weeklies. Another is from an advertising agent. Two are from so-called "service agents." Another is from a newspaper in Florida. And the sixth is from a Western farm paper publisher. They are letters that represent the rank and file of the letters that come to the desk of a small manufacturer—in fact, that is where I got them. A friend saved them out of the numerous letters he received in every mail from those who want him to advertise.

Not one of these six letters made any effort to sell this manufacturer on the value of advertising, or any effort to show him how advertising might be used effectively in meeting his sales problem. Yet this friend of mine has a big problem. He is worried about the inroads chain stores are making into his sales volume. He is on the verge of scrapping his policy of dealer protection and selling the chains as well as the independents. He must have volume. There is little doubt, from what I know of his situation, that a well directed campaign of advertising would materially relieve his difficulty. But he has never been sold on advertising. He believes in advertising, yes—but for the other fellow.

This man is ripe to be sold. But all six of the letters he received last week assumed that he was already sold, that he already was advertising. The one big idea held by the men who wrote these letters was to get a slice of his advertising appropriation. They wanted a seat at the feast. Like the solicitor who thought Cutler-Hammer sold hammers, these advertising salesmen had not even taken the time to check up to find out that there was no appropriation; that their prospect had yet to be sold on the idea of advertising! And there are one hundred and fifty thousand others like him! One hundred and fifty thousand concerns to be sold compared with a possible twenty thousand sold!

What's Wrong Here?

One of these six letters was from a well-known New York advertising agency. The letter obviously was written on an electric typewriter. It was punctuated every now and then with the manufacturer's name filled in at the end of a sentence. It was laboriously made personal. But it made the fatal mistake made by so many letters written on a wholesale plan of starting out like a page in the "Saturday Evening Post." It did not flow easily and naturally like an ordinary every-day business letter. It contented itself with stating that the writer would be glad to undertake an investigation of that manufacturer's problems without cost to him. Since my friend

well knew that there was no such a thing as something for nothing, and that an advertising agent who is any good at all does not have to resort to "investigations" to sell its services, he never took the trouble even to reply. Why should he?

I don't know how many thousands of these letters were sent out by this agency. But I do know that if two favorable replies were secured out of two thousand it would be a very high percentage. My point is that if the man who wrote these letters would have taken five of the concerns on his list at a time, make a study of their problems, and then would have written each of the five a short letter along these lines, results would have been much better:

Finding the Live Nerve

Dear Mr. Jones:

I understand from one of your distributors that you are, like so many other manufacturers of quality products, suffering from chain store competition.

We have gathered considerable data on how others situated as you are have been able to maintain their volume in the face of this situation, and from what I have learned through talking with your dealers and salesmen, I think I can make a suggestion that will help you.

Are you interested?

Such a letter shows an intelligent conception of the problems of a prospective advertiser. Even the skeptic would be interested; not merely interested, but curious. He would look forward to hearing from you. And even though your following letter would be ten pages long, you could be sure that he would read every word of it. Why? Because it touches a live nerve. It discusses something very near and dear to him—his biggest problem in business.

I repeat, the main fault of most advertising selling letters today, and for that matter all kinds of selling letters, is that they talk too much about things that interest only the man who wrote the letter. They don't probe for that live nerve.

About 100 members of the Cleveland section of the Society of Automotive Engineers were entertained at the plant of the Timken Roller Bearing Company at Canton, Ohio, on September 16.

Spasmodic Bursts in Sales

Some suggestions that might prove helpful to readers who do not relish the dark brown taste that follows artificial sales stimulants*

By *George L. Willman*

Manager, Department of Sales Counsel and Organization, The Dartnell Corporation

ARTIFICIAL stimulation of sales effort is sometimes necessary—just as strychnine is for weak hearts, and the pulmotor for pulseless patients. It's a drastic resort, and, as such, is to be used only as a life-saving expedient.

Most businesses shouldn't let themselves "get that way"—but having done so, the lesser of two evils is artificial stimulation!

But sales methods in the many kinds of businesses must vary—no hard and fast rule can be set down to apply to every kind of business, excepting in the very broadest sense.

Circumstances Alter Arguments

The "Western Sales Manager" is right when he says that "too much ballyhoo in selling—too much hysteria—too much feverish driving" is not the thing for the cracker and biscuit business.

But if he were selling automobiles with a three months' stock on hand, just thirty days before the expected introduction of a new model, the chances are that he would use "stimulation," either artificial or real—perhaps both. And with the unexpected introduction of a competitor's new model, six weeks' bad weather, or a walk-out in his town's biggest industry, a two weeks' supply of new automobiles can be a three months' supply over night without unloading a single extra carload.

If he were enjoying a good steady run of business, with peak sales each month, in a line of radios, washing machines, iceless

refrigerators, or oil heating plants, and somebody hit town with a new, and perhaps just as good a line, with much better prices and a live sales and advertising plan, he might have to resort to more or less "feverish driving" to keep up the good work and hold his lead.

In handling almost any line of goods—particularly a specialty—there comes a time when not even the keenest foresight can prevent periods of sales stagnation. Sudden changes in styles and in methods of living; new inventions; adverse business conditions; prolonged spells of bad weather, are emergencies which are liable to precipitate serious merchandising problems. There are companies which through no fault of their own are confronted with critical or vital consequences if they cannot reduce inventories in the face of such emergencies. At such times, the sales manager and his organization are called upon to save the company—then not only must he depend upon sales stimulation, artificial or real, but upon imagination, experience and all round resourcefulness to enable him to pick the right kind of stimulation, and make it effective. His ability to do this very thing becomes the measure of the man in his job!

Costly Grand Stand Plays

All this does not disagree with "Western Sales Manager"—it only cites some of the exceptions that prove him right.

When "artificial stimulation" of any kind is used, excepting in emergency, it denotes a weak will, and eventually a weak body. It just isn't healthy!

When the goods and market are right, the sales personnel right,

and the sales plans and policies right, hip, hip, hurrah! cheap, superficial and artificial enthusiasm are never wise or necessary.

Such "drives" are a bid not for normal exertion, but for super-exertion. Super-exertion is wrong, wasteful and eventually life-destroying in men or machines. A man or a machine of the right capacity to do its regular work does not have to be "super-exerted"—it is only a man or a machine too weak for its regular job that must run beyond the normal peak to do normal work.

The Spirit Behind the Sale

Yet many sales organizations and sales managers pride themselves in the "pep and push" they display in spectacular stunts—"still greater sales mounting up month by month!" Truly, they do show many real records. Any man or machine can show records of achievement—for a certain period—by over-exertion. Perhaps 10, 20, 30 per cent more—but at what cost! For super-action there must be super-reaction plus—and usually sooner than later.

There is bound to be a law of diminishing returns effective in any result achieved by sustained over-exertion—even if over-exertion could be sustained. Over-exerted men and machines do poor work and prematurely break down.

I don't believe there is any sound business that can stay sound and endure by overworking its men—and artificial stimulation in sales work can be used for only one purpose: to overwork salesmen, and usually the public.

If a company regularly resorts to such methods, it displays weak,

*In answer to an article in the September 4 issue of "Sales Management" by a Western Sales Manager: "Why I Don't Believe in 'Ballyhoo' Selling Methods."

greedy, selfish management; inferior, short-sighted executives, who hire low grade men who will submit to "ballyhoo" methods—very often use them to move products inferior to competition in quality or price.

Naturally, the get-the-business-at-any-cost-method cannot help but permit the end to justify the means, regardless.

Which, of course, means, ultimately, at the expense of public good-will.

Salesmen, like other employees, are very quick to get the "spirit" of an organization. If it is a selfish, greedy, get-the-business-at-any-cost concern, that's the way the salesman goes out to get his business from the public, or tries to.

The writer speaks feelingly on the subject of "artificial stimulation." He tried it out himself in the automobile business in August, September and October in 1922. His "contest" beat all previous records—but the aftermath!

You should see the records for November, December and January—there weren't any. The records and leather medals pinned up in October left an exhausted, nerve-wrecked crew to meet the hard normal November and December task.

Supervision Badly Needed

Artificial stimulation to sell automobiles is not an unusual expedient in that highly competitive business—the hectic sales careers and the consequent residuum of unsold cars and "cut-price-clean-deals" have put many dealers and many companies that encouraged such methods, on the wreck heap. Ask the National Automobile Dealers' Association.

Perhaps you have to break a lot of bottles in the making—but if that's the only way to learn how to make good ones, let's charge off the loss to progress.

But let's learn.

The "Western Sales Manager" says the right answer is supervision.

We agree.

The trouble with the chronic artificial stimulator is that he does

know how, but doesn't know why, when, or where. He wants action—lots of it. People rushing madly—no matter where or why—don't have to think. Perhaps that's why they rush instead of think! Some sales managers and many salesmen are like that.

A man I know very well, who was a mighty good sales manager, is now the vice president of a big company—not in charge of sales, but in charge of engineering and production.

Some Real Selling Ideas

The same keen, far-seeing, analytical type of mind that fits him for his present work are the very qualities that fitted him so well for the job of sales management. Successful sales management is as much a matter of cold, keen brains, as it is a matter of "pep," inspiration and personality. Perhaps much more so.

This man developed a basis for dealers' quotas—and therefore, real results—which in simplicity, sound common sense, and effectiveness, deserves a chapter in the history of business economics.

Here is his plan: A dealer has to do so much business in a year to pay his fixed overhead. A lot of dealers didn't even know just how much their fixed overhead really was. In addition to fixed overhead there is a certain fixed sales expense for each unit sold. In this case the product is an automobile. Not one dealer in ten actually knew what it really cost to sell a car—in sales commission, delivery preparation, advertising, used car loss, demonstration, and reasonable incidentals.

But it was a simple task to determine fixed overhead and just as simple to determine floating selling expense.

After arriving at these two basics, the dealer found out for the first time how much he actually made on the sale of a car—gross and net.

From his gross profit per car, he subtracted the sales expense and woke up with a great light shining in his face; if he sold a \$1,200 car under a dealer's discount of 25 per cent, he made \$300 gross; if it cost him \$100 to sell it, he had \$200 net

profit. If his fixed expenses were \$20,000 a year, he had to sell 100 cars to break even. If he sold 125 cars without price cut or loss beyond the \$100 selling expense, he made \$5,000. By selling only 13 more cars than 125—138 in all—he increased his net 50 per cent! After reaching a quota of 125 cars, only one more sale a month made him half again as much money in a year! But he couldn't cut prices or go beyond a certain loss on used cars.

If he failed to sell two cars a month beyond 100 for the year, he didn't make a cent; 8½ cars a month—nothing. One more car every week made him \$10,000 a year.

From then on the dealer didn't need artificial stimulation. Gone were the spasmodic periods of contest hysteria. With cold determination he set out to get his three sales a week. There was no temporizing with unfavorable weather or off-season handicaps. Every week that failed to deliver three sales set its commensurate handicap on the weeks that followed. Every sale made in January and February reduced the handicap on March and April. Every plus sale in May and June was banked against the handicap of November and December. For the first time in his history as a dealer, he began to make real salesmanship take the place of cut prices and foolish used car deals.

Leadership Commands Loyalty

Necessity set the task; cool brains devised the sure means of providing a capacity in men and methods that could surely meet that task without the necessity for dangerous overload.

Exactly this same method can be used fundamentally in every business. If it can't be used, then that business has no right to exist. Every business has the right to demand a certain return for investment in money or in time. If you can't definitely set a given quota for the profitable sale of your product at a certain expense in sales costs to be achieved by a certain man power in a certain territory, local or national, then either you

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Prizeless Drive Hangs Up New Sales Record During Summer Heat

Peak Season Sales Topped by 50 Per Cent Greater Volume as Bankers Supply Salesmen Stage "Appreciation" Campaign

AN "Appreciation Drive," a special sales campaign staged by the Bankers Supply Division of the Todd Company, during the last week in July, set a new record in sales for that company which exceeded, by better than a 50 per cent margin, the highest peak season record ever established by the sales force for one week's business. Not a single cash or merchandise prize was offered in this drive.

Based entirely on a personal appeal to the men in the field, the campaign hung up the company's highest weekly volume record in a week which ordinarily is about as dull as weeks come in the bank supply business, and it evoked an exceptionally fine response from the salesmen in individual performance, according to M. S. Game, manager of the Chicago division of the company, who directed the campaign.

"When the general sales manager of the company, Roy A. Barnes, left Rochester for a swing in the field with the salesmen, we cast about for some idea for holding sales to a creditable level while he

was gone, and for setting, if possible, some unusual record for the hot weather season," Mr. Game said, in describing the drive. "We have used various kinds of prize contests with success, but we felt we'd rather worked the edge off plans of this kind, and something different was needed at this time. So we decided on a purely personal appeal to the salesmen: we asked them to produce, simply as a matter of tribute to their chief, the biggest week's business in the history of the company, the results to

be 'sprung' as a big surprise on his return to the home office August 3.

"It was the middle of July before the idea took form, so it was necessary to put through the mechanics of the drive and the promotion for it, with considerable speed—a factor which undoubtedly contributed to its success. At no time did interest lag. Furthermore, the little element of mystery we injected into the plan in cautioning the men to keep any information concerning the campaign from getting to Mr. Barnes, also went

far toward winning their best efforts—like youngsters, they took joy in planning a big surprise party, which, after all, was about what the whole campaign amounted to."

On July 17 a telegram was sent to every salesman reading:

"Be sure to get your mail Saturday July twenty-fourth containing confidential information for salesmen only period (Western division men particularly cautioned against mentioning this to Barnes) Letter will explain period Get set to go at full speed Monday July twenty-sixth on proposition of individual

July—normally a dull season in the bank supply business. Mr. Barnes has just received his book full of orders from M. S. Game (right), who directed the campaign.



The idea of staging a "surprise party" for the sales manager, Roy A. Barnes (left), resulted in a new high water mark in sales for the company during the last week in

appeal to each and every friend of Roy Barnes."

This was followed by a letter and an attractively printed brochure carrying a large photograph of the chief and, on the inside pages, a letter explaining the complete idea. This letter told of the special quotas being set, and the plan for having each salesman send, on August 1, a telegram to Mr. Barnes carrying the report of total sales for the week of the drive together with any personal message of welcome he cared to add. These telegrams were to be bound in a volume and presented to the sales manager as a welcome on his return.

In order to arrive at quotas, an average was taken of each salesman's work for a period of twenty-four weeks, and this figure doubled. To sell the men the idea that this quota was not impossible of attainment, the personal letters which informed them of their individual assigned quotas, pointed out several weeks in which the man addressed had sold more than the

amount he was asked to sell during the week of July 25. This was done to forestall the salesman's inclination to think "I could never sell that much in one week!" They reminded him that he had done it before.

Of the seventy-three men who took part in the campaign, twenty-one exceeded the special quota set for them and forty-four exceeded their normal quotas. Five men tripled the special quota, and fifteen doubled it.

As the campaign progressed from day to day, letters and telegrams went out to give a rising interest to the drive, and many fine reports came back from individual salesmen. One man who was working in Milwaukee went over his special quota before noon the first day of the drive, and the sales he made on this day alone exceeded the total for his previous three weeks. He was one of those who tripled his quota during the week. From Washington, D. C., came a wire, on Tuesday, reporting, "Passed my quota yesterday.

Count on me to triple it by Thursday."

Another outstanding week's work was done by a man who had formerly been with the Bankers Supply Company, and who had only a week before returned to rejoin the sales force. He was just getting started again and was working in the summer resort section of the Adirondacks, where July is normally a poor month to see buyers, let alone sell them anything. This salesman, H. E. Davidson, made twenty-three towns in the six days of the drive. Out of twenty-six possible customers, seventeen buyers were in; he saw fifteen of them, sold twelve, and six of these sales were made on the Saturday the drive closed. On this day, a notoriously bad day for selling bankers, this man sold more than 80 per cent of his total week's production, and that total was triple the quota set for him.

The campaign was concluded with the presentation of the sheaf of telegrams, bound in a limp

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Presenting Mr. Gates and Mr. Thoreau

THE men on this week's cover are C. C. Gates, president of The Gates Rubber Company, and H. D. Thoreau, advertising manager.

Graduating from the University of Michigan in 1902, Mr. Gates took up mining engineering in several Western states. In 1912, feeling the call of the business world, he bought out a small manufacturing business—which his friends said was doomed to failure—and became the sole owner and employee. In the first month of his new venture he made a profit of \$200.13—the 13 cents being accepted as a token of good luck. From this small beginning he has developed the company into one of the largest manufacturing plants west of the Mississippi River.

Under the able leadership of Mr. Gates, The Gates Rubber Company has become a real figure in the rubber world with national and even international distribution on most of its products.

Standing is Mr. Thoreau, who joined the Gates service department in 1916, advancing to service manager in 1918. In 1919 he became advertising manager of the Allison Burner Company of Seattle, and after a year's experience in the advertising agency business, he returned to The Gates Rubber Company in 1923, when he was made advertising manager.

A Buyer Tells Why He Stuck to One Line for Twenty Years

And Why Some House Policies, or Lack of Policies, Are Millstones Around the Necks of Salesmen

By Eugene Whitmore

ONE day last fall while visiting in a small southern town, I called on a druggist whose store had every evidence of prosperity.

In checking over this druggist's stock, I noticed only one line of fountain pens. Because of the great activity in the fountain pen field in recent years, it struck me as rather strange that a well patronized drug store should concentrate on only one line.

As soon as I had opportunity I cornered the proprietor and asked him why he handled only Conklin pens.

"Because they are the best pens made, and the Conklin Pen Company are the best people in the country to deal with," was his immediate answer.

"Don't you ever have calls or sense any demand for other brands of fountain pens?" I asked him.

"Why certainly, we have any number of calls for various other brands, but we can always sell them Conklins."

It was very plain to see that this dealer cared more for his relations with the Conklin Pen Company than he did for any immediate profit which might be made in the sale of other brands of pens. When I questioned him further, he told me a story which impressed me very forcibly with the importance of the right sort of policy in handling correspondence.

Here's what the dealer told me:

"About twenty or twenty-five years ago fountain pens were just coming on the market. We had tried so many different brands of pens, all of which spluttered and leaked, that we had about decided not to handle any fountain pens of any kind.

"One day a Conklin salesman came along and demonstrated his line to us. While I was almost convinced that it was an unusually good pen, I told this salesman in no uncertain terms that I didn't care to handle the pen. He didn't argue with me or try to force me, but asked me to keep the pen for a week or two, at which time he promised to call back and see how I liked it.

"During this week I found the pen to be all that he had claimed

for it, and when he returned, I gave him a small order. When the shipment arrived I immediately began to push the pens, because I had every confidence in them, and because I liked the salesman.

"I remember selling one pen to a man named Monroe Johnson, who was a very cranky bookkeeper in a nearby store. Like myself, Mr. Johnson had tried a number of fountain pens and was just about soured on all brands of fountain pens. After he used the first pen which I sold him, he brought it back and said he was convinced the pen was all right, but the pen point didn't suit his writing. One by one he tried every pen in our stock, and none of them pleased him. Because he was a good customer and a personal friend, I wrote to the Conklin Pen Company at Toledo and told them all about this cranky bookkeeper, and how he had tried every pen in my stock. I enclosed a sample of his handwriting and told them what sort of a steel pen he used. They promptly sent me a new pen and courteously requested me to ask Mr. Johnson to try this pen, stating that if it was not satisfactory, they would be glad to send still another pen.

"In about two weeks I received a personal letter from one of the members of the company asking me how Mr. Johnson liked his pen.

"From the day I received this letter until the present time, I

Ten Ways to Check Reasons for Lost Customers

Are all orders acknowledged promptly?

When salesmen promise special handling, are these promises kept?

Are back orders automatically shipped as quickly as possible and without additional expense to the customer?

When the customer has a credit due is he notified promptly?

Are overcharges adjusted promptly and without bickering?

Do customers receive any kind of personal attention?

Are all inquiries answered completely and in detail?

Are customers notified of delayed shipments?

Is your repair or service department a convenience or an annoyance to customers?

Do your salesmen report opportunities to establish friendly relations with your customers—such as writing letters of congratulation or condolence?

have never stopped pushing Conklin pens. I doubt if there is another dealer in the state in any town of similar size, who has sold more fountain pens than I have. It has become a sort of hobby with me, and I guess I have turned down every other fountain pen salesman who has ever visited this territory.

"Any company as big as this one, which is as intensely interested in its customers as this one is, is going to get my trade. I have been in the drug business for nearly forty years in this one town, and this is the best example of co-operation I ever remember.

"While I have received other letters similar to the one about Mr. Johnson's pen, and have had a great deal of other evidence of this company's interest in its trade, the one letter about this bookkeeper's pen won my trade for more than twenty years."

Details that Win Customers

I relate this story to show you how easy it is to make an everlasting friend of a customer when your correspondence is handled as it should be handled.

Doubtless, the letter from the Conklin Pen Company concerning the bookkeeper's pen was nothing more than a form letter which was part of the daily routine of some correspondent's work. The point is the dealer did not think of this. He thought that someone in the offices of a great manufacturing company was thinking of him, and trying to help him satisfy a cranky customer. He didn't realize—or if he did realize it, he didn't care—that perhaps one hundred or so letters of exactly the same nature went out from that office every day. The thing that impressed him and won his everlasting good will was the fact that his business was receiving careful attention, and that his customer was as important to a great manufacturing company as the customer was to him.

This same dealer told me of two large drug and pharmaceutical companies that received a large portion of his trade. From one company he bought as much as he could possibly buy. From the other he bought only those items he was forced to handle because he could

not buy similar products anywhere else.

"The company that gets most of my trade is the fairest and squarest concern to deal with I have ever known. In making up a large order for hundreds of different chemicals, drugs and pharmaceuticals, I suppose it is impossible always to ship every order exactly as specified. There will always be shorts and errors in shipping and billing. But this company always seems to discover its mistakes and correct them satisfactorily and promptly. If they have billed me too much, they are just as quick to send a credit memorandum as if they had billed me too little. When they 'back order' a certain item, I know they will ship it as quickly as it is in stock, without my having to pester the salesman about it.

"The other company never sends a credit memorandum on an overcharge unless I write for it. They are cranky and slow about making adjustments. I am in a constant battle with them on shortages, overcharges and errors in shipping. Sometimes I actually believe that they would 'gyp' me every time they had an opportunity. Yet they are a big, internationally known concern, and their products are standard in the trade. But I wouldn't buy a dime's worth of material from them if I could get the same stuff elsewhere. It is a pleasure to deal with one concern—a task to deal with the other."

The Salesman's Battle

This merchant, who is an unusually good one, brought out the point that many salesmen invariably have something to overcome—some obstacle to surmount every time they call. He mentioned one concern whose salesman has been calling on him for many years. He seemed particularly fond of this salesman. But every time this salesman calls he has to re-sell the merchant on the firm.

"Every time we get a letter, open up a shipment, or receive a bill from this firm we make a firm resolution never to give them another order. So when the salesman comes in on his next trip he has that resolution of ours to overcome. He does it through sheer force of

his personality. I would think he would work for another company, or change his line entirely, because he admits that he is powerless to improve the company's methods and that he has the same trouble with other customers. I could give this man 50 per cent more business if he worked for a company whose methods were more businesslike."

The most prolific reasons given by merchants for cutting off relations with various firms was the failure of the firm to live up to salesmen's promises. A great many salesmen make promises, not with any intention of deceiving, but through sheer ignorance of what the house can or will do. All too often some subordinate in the house is charged with carrying out the salesman's promise. He finds that it is something out of the ordinary. So he thinks to himself that it was never done before, so it can't be done. He doesn't seem to realize how this failure to carry out the salesman's promise will react on the house itself.

Checking Lost Accounts

Every sales manager should handle personally all cases where the salesmen have promised something out of the ordinary. If the customer is worth it, every effort should be made to keep the salesman's promise, even though it means a temporary loss. If the salesman persists in making outlandish promises, he should be discharged, because if he makes them to one customer he will to another, and soon the loss of good will amounts to more than the worth of the salesman.

When a salesman visits a customer, he is the house. What he says stands for the house. If the house fails to carry out the promises of the salesman, the dealer is, more than likely, going to blame the house, not the salesman. At any rate it is the house that suffers permanently.

A periodical check-up of lost customers, a careful scrutiny of complaints, a check on adjustments, disputed bills, allowances, returns and exchanges will often reveal the reason for lost business and dwindling trade quicker than any other one procedure.

Why These Salesmen Sold Me

By J. O. Dahl



The man who wants to be successful in selling to the hotel market must have some knowledge of the field, says the writer of this article, a former hotel manager. Besides the basic factors of quality and price, there are many other things a hotel man wants to know about food products, for instance, before he is interested in signing an order for them.

SALESMEN interest me. They have been a part of my life ever since I can remember—first as members of my immediate family, then as fellow salesmen and finally as guests in hotels in which I was an employee or manager. Perhaps this accounts for the tabulation which I have resurrected from my personal file.

During the time set aside for these observations, fifty salesmen tried to sell service or merchandise to me.

Four of them were soap salesmen. Although my house was small, I used about 35,000 pieces of guest room soap a year and several hundred pounds for cleaning and dishwashing purposes. But I overlooked a very important point due to the fact that I was not personally using the same kind of soap as that used in the guest rooms. The guest room soap did not lather

freely because our water was hard. The salesman who called this to my attention not only sold a good sized order but rendered a worthwhile service.

Six cigar salesmen tried to sell me brands with which I was unfamiliar. (No salesmen were needed to sell me re-orders of goods on which there was a rapid turnover.) Only one of the six received an order. He proved that his cigar was manufactured of the best material and that because of quality and price it would make a worthwhile addition to my line of cigars—of which I carried some twenty-five brands.

The successful salesman split one of his cigars lengthwise and at the same time asked me to smoke the sample which he handed to me. While I was smoking he picked out the different leaves, told where they came from, how they were

cured, rolled and wrapped and finally what the manufacturers were doing along the line of advertising to stimulate their sale.

Five hotel and restaurant supply house representatives patronized my house during the test. I know that they ate in my cafe during the season when we were serving a great deal of corn on the cob. My headwaiter assured me that three of them at least had eaten corn.

But one man only observed that we were not using holders for the cobs. As a result, he sold us a small order of holders—which was also the first order this supply house had ever sold us. It opened the way for many future orders. The observant salesman always finds a way to get an entree.

Thirteen men or women tried to interest me in new food products—foods which were not then being served in our dining room. Not

one of the thirteen could tell me what every manager wants to know about food: that is, what can it do to build business, what kind of food dishes can be made from it, how large should portions be, at what price should it be sold, is there a special way of merchandising and does it cut food costs and increase sales?

Eight very clever salesmen of advertising specialties called on me. Two of them sold an order. The field was certainly open for the other six because I have always been a firm believer in advertising in its various forms. But I have never been willing to use cheap gifts, shoddy novelties, unimpressive booklets, unreadable maps or undignified publicity of any kind.

Six of these salesmen wasted my time and their own by failing to realize that hotels cannot use the same form of advertising as that used by retailers or gas stations. The man who wishes to be successful in selling to the hotel market must have some knowledge of the field. The better his understanding, the more certain his success.

Three Alert Salesmen

Four men or their companies must have realized that I was spending about two hundred dollars a year for stationery. But only one of the four could lay out a letterhead that made it possible for me to visualize my stationery as being handled by his company.

Other salesmen tried to sell me check protectors, fire extinguishers, linens, china, curtains, files, typewriters, electric lamps, carpets, kitchen equipment and laundry machines. The ones from whom I purchased did not have a selling job. They came around at the opportune time—when I needed their product.

Of the others, three stand out as distinctive salesmen. I shall list them as case number one, two and three.

(1) We had been using a steel mat in front of the door leading to the street. Not infrequently someone would trip over an upturned corner. A bright salesman told me that such an accident might

possibly cost me a great deal if a guest should be unfortunate enough to get injured. I saw the point and bought his mat—one that laid flat.

(2) Waffles had never been very popular in our house. I had not stopped to analyze the reasons for this until a salesman sold me on the idea of electric baked waffles. "List them as electric baked waffles with maple syrup," he advised. I tried a single unit—and his suggestion. It was not long before I needed an additional unit. He did not sell me a waffle baker. He sold me on the service it could render and the profits it could make for me.

(3) The most interesting sale—and the most opportune—was made on one of the oppressive, scorching hot days for which the middle west is noted. I was busily engaged in shifting the breeze of the electric fan when a young man in a Palm Beach suit stepped lightly up to the desk.

"What do you think of this?" he asked as he handed me a newspaper clipping. I read it with a great deal of curiosity.

Roller towels must go. State Board of Health passes ruling forbidding the further use of roller towels in public places after the first of August.

"Where did you get this clipping?" I inquired. He smiled. "Right out of your own state newspaper," he replied. "I felt sure you would want to comply with the law so I came prepared to show you our line."

He sold me an order—and he had been selling nothing but paper towels for two weeks on the strength of this clipping. This was a small part of his complete line, but he had made it a feature in our state. He was calling on hotels only and covering as much territory as possible before the law went into effect.

Some months later he told me that this idea had added over one hundred and fifty hotel accounts to their list in our state.

Guessing Ford's Next Move Popular Indoor Sport

EVERY train that leaves Detroit carries its quota of men who tell all manner of stories concerning the latest inside information as to what Henry Ford is going to do next. Reports have it that there is great activity in the Ford tool rooms where, it is said, new models are being designed, or at least varied improvement for present models.

There are men who will take oath that they have seen numbers of experimental cars being driven at a mad pace over the roads surrounding Dearborn, Michigan. Others point out that Ford is preparing to invade the thousand dollar car field with a six or an eight that will dominate the field and make huge inroads into the sales of competitive cars priced as high as \$2,500.

Others claim to know that Ford dealers have been advised of the approach of a light six priced at slightly less than \$1,000, supposedly

a car that will grow gray hairs in the heads of all those concerned with the sales of Essex, Pontiac, Overland, Chevrolet, Star and other cars of this type.

In the midst of all these rumors Ford calmly announces the adoption of the five day week and pays no attention to rumors except to deny them. At any rate the industry is virtually holding its breath for word of Ford's next move and never before in an industry already famous for rumors and rumors of rumors, has the gossip been so welcome so long as he brought some new word purporting to be the inside information on the Dearborn wizard's next move.

Meanwhile competitive manufacturers announce unprecedented sales drives and advertising campaigns as a result of increased sales in 1926. Many of the leading manufacturers have already laid plans for 1927 sales and advertising campaigns which will set a new high record in sales effort.

My Experience in Selling to Big Industries

By L. J. Steffen

The Hough Shade Corporation, Chicago

ONE of our salesmen had been trying to obtain an order for Ra-Tox shades from a large eastern factory. He had started in calling on the factory superintendent but found him uninterested. Next he called on the man in charge of factory maintenance, and was unable to interest him. Then he called on the general manager, and on the architect, neither of whom could be sold.

Determined to exhaust every possibility of getting an order before he finally gave up, he walked into the president's office one morning without any introduction or even the formality of sending in a card. Once inside the president's office he said nothing, but opened up a miniature working model of our shade, laid it on top of the president's desk and said:

Reaching All Prospects

"What do you think of that?"

The president operated the shade, asked a few questions, gave the salesman an opportunity to tell his story, to which he listened carefully. That interview brought the order.

This relatively unimportant incident is cited to show the importance of calling on every member of an organization who may possibly have anything to do with placing an order. In selling window shades to industrial organizations, there are no hard and fast rules which may be laid down as a guide to salesmen. I know of no selling problem which requires the use of more initiative and ingenuity than is demanded of our men.

Window shades for factories are a comparatively new development. The factory can operate without them. They are usually one of the last of the various equipment items

to be considered when a new factory is being built. Everybody who has had any experience in building knows that most buildings cost far more than the original estimate. It is nothing uncommon for an original estimate to amount to no more than 60 per cent of the actual cost of the completed building.

Differences in Buyers

When the owners of a building are asked to consider shades they often tell our salesmen they have already spent far more money than they had intended to spend and that the item of window shades must be dropped from consideration due to the many unexpected costs which have arisen in connection with the new building.

Facing these difficulties it will be seen that ours is a selling problem which requires the highest type of salesmanship—the ability and energy to exhaust every possible chance for getting an order before finally giving up. Our men go out with the idea that they have never done enough work on a prospect until he has finally placed an order.

There are many different types of industrial organizations and each organization operates differently. In one organization the president of the company will have come up from the manufacturing end. He will take a great interest in the manufacturing end of the business. Every new machine or piece of equipment that goes into the plant must be sold to him. He has a great deal of sympathy for the men in the plant and wants to give them everything that is necessary for production. Such a man is easy for us to sell.

On the other hand, there will be the type of president who has come up from the sales department.

Probably he has been a branch manager, a sales manager, a vice president, and then a president. He has little knowledge of manufacturing and is interested principally in the sales and promotion activities of the business. While this type of man may have the final "sayso" in the placing of an order for shading equipment, he seldom, if ever, is the man we have to sell. In organizations dominated by men of his type we must sell the factory superintendent, the plant maintenance man or the production manager.

A short time ago one of our sales executives happened to be in a large middle western city when the home office received an inquiry from the purchasing agent of a well known company that was building a new plant. The home office wired our man in that town to get in touch with the purchasing agent.

The Buyer Who Wants to Shop

When he called on the purchasing agent, he found this worthy individual had asked for prices and literature from every other manufacturer of shades whose name was listed in any of the various guides at his disposal.

"Oh, I didn't want to see a salesman," explained the purchasing agent when our man called, "all I wanted was your literature. I have written a lot of other firms for prices and literature, and it will be a long time before we finally decide to place an order. Leave your prices with me and I will let you know about it later."

"But I am here only for a day or so," answered our salesman, "and while I am here it occurs to me that it would be a good idea if I could go through your new plant, study your problems, and perhaps

make some recommendations and suggestions."

The purchasing agent agreed that it would be a good idea, and immediately called in the factory superintendent who took the salesman through the entire plant. He listened carefully to the salesman's recommendations. Then he introduced the salesman to one of the production engineers of the plant. It turned out that the production engineer had originally asked the purchasing agent to get in touch with us. Before the salesman for competitive firms arrived on the job our man had the order for shade equipment for the entire plant.

This story shows what can be done when the purchasing agent is a big broad-gauged executive instead of a mere clerk whose duties consist of getting the lowest bids and placing the order with the firm who is willing to lose money to get an order. Such purchasing agents are a great assistance to salesmen, and a valuable asset to the organization that employs them. But

they are rare types. Too many purchasing agents are so anxious to show their authority that they resent a suggestion from the salesman. They even refuse to permit the salesman to confer with the men in the plant who are to use the material or equipment being purchased.

When we encounter this second, and sad to relate, far more common type of purchasing agent, we are forced to work independently of him and go direct to the head of the business or the man in charge of the plant.

One of the reasons for failure among salesmen who call on industrial plants is their willingness to take "no" for an answer after calling on one man in the organization. It is often impossible to tell who has the final authority to place an order, and as often equally impossible to tell who is going to "go to the front" for a salesman.

There are two types of executives often encountered in every large industrial plant. Take a large automobile factory, for example.

There is the production man—he may have any one of several titles. The one big thing in his life is production and production costs. It is his job to keep down production costs and increase the volume of production and efficiency of the workers. Go to him with facts that prove your product will help him increase production or add to the efficiency or comfort of his workers, and he wants to buy.

But he may be hampered by a narrow-minded purchasing executive. Or he may be held down by a maintenance man whose job and duty it is to keep down costs of maintenance of the plant and buildings. The fact that some new equipment may make the place a more agreeable working home for the employees—the fact that the equipment will increase efficiency will not interest nearly as much as the fact that the equipment will cost a lot of money and add to the cost of maintenance which he has been hired to keep as low as possible.

(Continued on page 588)

The Hough Shade Corporation has developed some specialized sales appeals for prospects in the industrial field, and an effort is made to present these selling arguments to every man in an industry who might have any interest in the purchase of shading equipment. Mailings may be sent to six or eight individuals.



Light, But Not Glare

If YOU Had to Face the Sun Every Day in the Year!

7 Advantages you get in RA-TOX

- 1-Offset brackets permit independent location of movement for center swing type ventilation—no need for counterweights.
- 2-20' long and 10' wide of shade.
- 3-Permanent structural installation, permits all mounting due to vibration of walls of steel.
- 4-Quick, simple, tool-free operation.
- 5-Made of selected seasoned spruce, painted with hard finish, and perfect protection from sun and rain.
- 6-Steel sash, wood sash, short metal skylights, caulked sash, display room (rotary)—are specially designed equipment for all.
- 7-Reduces room temperature 10 to 20 degrees.

older factories are adding RA-TOX and quickly saving money by increasing the efficiency of their workers. Your strongest asset is worker efficiency. Is there any better production insurance than favorable working conditions?

A NATION-WIDE INDUSTRIAL SHADING SERVICE

Carefully trained representatives and installation crews, schooled in the proper and scientific shading of industrial plants, are located in all principal cities. This industrial shading service is nation-wide.

Look into and consider the economy of RA-TOX shades for all season work. Read carefully the advantages and your qualifications for quantities and descriptive literature notes.

Hough Shade Corporation
140 N. La Salle St. Chicago, Illinois

RA-TOX
OFFSET WOOD-FABRIC SHADES
for STEEL SASH

Men Slow Down Just as Much as They Overheat

RA-TOX

Up Production

HEAT AND GLARE hours are lost production hours. When the sun creeps into your factory and steals your workers' energy, men slow down—sun drugged!

This is a year 'round condition. Snow glare in the winter, more glare, with heat added, in the summer. Avoid these dead-loss hours of the day by properly shading your factory.

Other factories have faced this problem squarely and solved it by installing RA-TOX Shades. These wood fabric shades afford 10% to 40% more light and air. No draughts—no wind. RA-TOX offset special designed cammed steel brackets permit easy regulation of center swing ventilators.

When you install RA-TOX Equipment you practically install permanent shading efficiency. RA-TOX Shades last for, at least, 20 years.

The seven exclusive RA-TOX features listed at the right (top) are the result of concentrated successful effort to permanently solve the shading problems of industrial plants.

Steel sash, wood sash, short metal skylights, caulked sash, display room (rotary)—are specially designed equipment for all.

Hough Shade Corporation
Industrial Shade Division
140 North La Salle Street CHICAGO, ILL.

RA-TOX
OFFSET WOOD FABRIC SHADES for STEEL SASH

Seven Good Reasons for Endorsing with RA-TOX

- 1-Offset brackets permit independent location of movement for center swing type ventilation—no need for counterweights.
- 2-20' long and 10' wide of shade.
- 3-Permanent structural installation, permits all mounting due to vibration of walls of steel.
- 4-Quick, simple, tool-free operation.
- 5-Made of selected seasoned spruce, painted with hard finish, and perfect protection from sun and rain.
- 6-Steel sash, wood sash, short metal skylights, caulked sash, display room (rotary)—are specially designed equipment for all.
- 7-Reduces room temperature 10 to 20 degrees.

A Nationwide Industrial Shading Service

Specializing in the shading of industrial plants, particularly steel sash mounted buildings. Representative and installation men located in all principal cities are available to the solution of shading problems under all conditions.

Can a Price Article Live Up To a Quality Name?

Manufacturers of Quality Products Face a Common Problem When They Bring Out Secondary Lines and Consider Giving Them the Same Names

By a Member of the Dartnell Editorial Staff

LAST winter there were two new cars introduced into the automobile industry; one was the Pontiac and the other the Ajax. The Pontiac, as is well known, is a General Motors product, built at the Oakland plant in Pontiac, Michigan, and rounds out a line consisting of the Cadillac, Buick, Oldsmobile, Chevrolet and Oakland. The General Motors Corporation makes it a policy, when bringing out a new car, to give it a new name instead of linking it in with any one of the makes already in production.

While the Ajax was advertised as a "Nash-built" product, it, too, was given a name different from that of the car which made the Nash Motors Company famous. It was offered to the public as an entirely new car, not to be considered in any way as another model in the Nash line.

The Pontiac met with an enthusiastic reception as soon as it was placed on the market. Sales almost immediately reached a satisfactory figure, and they have kept growing ever since. The Ajax, on the other hand, got away to a very poor start. For no apparent reason the public just didn't take to it to any great extent. After a few months' losing fight the name was changed to the Nash-Ajax. Sales picked up a bit, but not enough to suit the company, so finally it was decided to call the

Editor, Sales Management,
Chicago, Illinois.

Dear Sir:

I am writing to ask whether you can give me the experiences of other companies in bringing out a secondary or price line and giving it the same name as their original product.

We are manufacturers of the ----- . As you know, our name has become widely known and our product is recognized as the standard of quality in our industry. It is sold through jobbers and dealers, and for many years we have enjoyed a growing volume of business.

Our dealers, however, have been clamoring for a popular-priced line. They say that they cannot get sufficient volume with the high-priced, quality line, and they want a less expensive article to supplement our original product.

We have decided, therefore, to introduce a secondary line at a price considerably lower than that of our present line, but we are undecided about whether to give it the same name or to call it something entirely different.

What have other companies done under similar circumstances? Have they found that by taking the name of a quality article and putting it on a price article, a large share of their reputation and good-will has been lost? Or does the prestige of the quality line give added force to the new product without sacrificing any of its own good-will?

Any information you can give us on this subject will be highly appreciated.

Very truly yours,

new car the Nash Four. Since then the volume of business has increased rapidly until now it is virtually assured that another automotive success will be recorded.

Upon first consideration, these two cases may not seem to offer anything definite toward the solution of the question of whether or not a lower-priced addition to a line should be given the same name as that of the original product. Here are two cars, both made by companies whose other products have become firmly established as being of excellent quality and workmanship. Both companies have set up

remarkable sales records for their lines; each had every reason to expect the new member of its line, brought out under a new name in both instances, to win public favor quickly—yet the Pontiac was a success while the Ajax, until its name was changed, failed rather signally.

As I say, it might appear that these cases are parallel and that, since one succeeded while the other failed, they establish no guide for the manufacturer who is facing a similar problem. As a matter of fact, however, there is a fundamental difference between them. The General Motors Corporation was already making five different lines of passenger cars. Each is operated as a separate unit and each carries the GMC stamp of quality, prestige and

good-will. A new car would not be expected to bear the name of one of the others, since the public is well acquainted with the fact that General Motors' practice is to conduct each of its divisions as an independent organization under an individual name.

With Nash it was a different proposition entirely. The impression got about that the new four-cylinder car being introduced by the Nash Motors Company did not come up to the standard of the Nash sixes, which was the reason why it was not given the Nash name. If the new car was as good

in its class as the Special Six and Advanced Six were in theirs, reasoned the automobile-buying public, then why was the company afraid to call it a Nash, too?

If the Ajax had been termed the Nash Four in the first place, it is reasonable to assume that its success would have been as immediate as that of the Pontiac. The fact that sales have leaped ahead since the change was made is a good indication that the public's impression was the wrong one.

This illustration serves to show the important part a mere name can play in winning general acceptance for a new product. It also shows that there are instances when a company cannot afford not to give the same name to an addition to its line. A similar experience might have befallen the Pontiac if General Motors had chosen not to make it a unit of the corporation, or if there had been no precedent for bringing out a General Motors car under a different name, but as things were, there was no good reason why the Pontiac should be called an Oakland, a Buick or an Oldsmobile, while there was every reason why the Ajax should be called a Nash.

Studebaker's Experience

There are many other illustrations of the same nature to be found in the automobile industry—just as that industry is packed with instances, pro or con, for practically every other sales and merchandising question. The Studebaker Corporation, for example, debated very seriously the advisability of finding some new name for the light six it introduced back in 1919, when a new factory was opened at South Bend and manufacturing activities were being transferred from Detroit. One suggestion was that the car be called the "JMS" in honor of J. M. Studebaker, while another name almost decided upon was the "Erskine," for A. R. Erskine, president of the Studebaker Corporation.

It was finally decided, however, that a change in the name of the car would do a great deal more harm than it would good. Thousands of dollars had been spent to

create good-will and prestige for the name Studebaker, and all this would have been lost had it been made something else. Then, too, the public would know that the new car was being built by the Studebaker Corporation and, just as was later the case with the Ajax, would wonder what was the matter with it that its makers did not see fit to call it a Studebaker. Many of the parts in the larger sixes were interchangeable with those in the lighter cars, anyway, and it was believed that a different name would lead people to believe inferior materials were used in the rest of their construction.

Chrysler's Low-Priced Line

At the present time the comment is frequently heard that the Chrysler Company is doing itself irreparable harm by putting its name on cars priced anywhere between \$750 and \$3,500. Many persons say that no one takes any pride in stating that he owns a Chrysler car any more, because he may mean a car in the less-than-\$1,000 class or one in the \$3,000 class. Perhaps it is true that the more expensive Chryslers have suffered some slight loss of prestige among a certain class of fastidious buyers, but such a loss is not reflected in Chrysler sales, which have shown tremendous gains since the lower-priced cars were brought out.

The Chrysler was a car which "took" remarkably well. It will be remembered that its sales for the first year were well in excess of those any other company had ever been able to set up for the first year, and as the company introduced smaller and cheaper cars, its astuteness in retaining the Chrysler name, and cashing in on Chrysler reputation, is borne out in its volume of sales.

I have heard the explanation for the failure of the Ajax given as a belief on the part of the company that a small four-cylinder Nash would detract so much good-will from the Nash sixes that whatever the name would be worth to the four would not compensate for the loss. The new car unquestionably would benefit from the prestige which had been created over a period of years for the name of

Nash, but while the four was being elevated in public approval, the six would sink lower than the four had risen.

Sales of the Nash sixes, however, have not suffered since the Ajax was changed to a Nash, while sales of Nash fours have increased materially. It would seem, then, that the theory of diminishing good-will as applied to the names of automobiles is hardly based upon fact.

Of course, the whole appeal of cars like Packard, Pierce-Arrow or Locomobile is based upon a reputation for being both expensive and exclusive. Buyers of cars priced above \$4,000 pay for prestige more, perhaps, than they pay for service, convenience or performance, and it is entirely possible—almost probable—that sales of these high-priced cars decline alarmingly when smaller cars carrying their names invade the price field. In fact, such an occurrence has several precedents among the manufacturers of \$5,000, \$6,000 and \$7,000 cars who have brought out smaller models around \$3,000 within the last year or so. But it is claimed that there are few profits to be found in the expensive cars, and many of their makers cannot be blamed for sacrificing prestige for profits and volume.

Naming a New Bumper

Not long ago I was talking with W. E. Erickson, sales manager and director of the Biflex Products Corporation, who was telling me that his concern was undecided whether or not it would be good policy to change the name of its Halladay bumper to Biflex. Biflex is a term known in the automobile accessory industry as defining an article of the very highest quality. It was used originally to describe a certain type of construction, but through usage it has come to be accepted as a trade name designating, although no longer necessarily limiting, this make of bumper.

The Halladay does not have the Biflex construction features, and is priced somewhat lower, so for those reasons the company has felt some hesitancy about giving it the Biflex name. Biflex is advertised

(Continued on page 584)

"By DIVINE RIGHT!"

—an up-to-the-minute review of sales-making, by

CHARLES C. GREEN, President, Charles C. Green Advertising Agency
President, Advertising Club of New York

[quoted by permission]

PREEMPTION of a market by divine right—the monopoly of sales by companies that have been there for years—no longer exists. Today the market goes to the hardest worker, —the cream of sales to the most energetic and best-sustained campaign.

"Of course, intensive work of this character cannot be accomplished in all markets at once; the outlay would be too great. The important part, therefore, is to judge *where* business conditions are best. There, sales potentialities are greatest, and regardless of entrenched competition steady progress can be made."

~ ~ ~

Mr. Green follows this principle in his outline of campaigns for the clients of the Charles C. Green Advertising Agency, and their success bespeaks the wisdom of the policy. And his remarks make particularly pertinent now a study of Connecticut as a potential sales market.

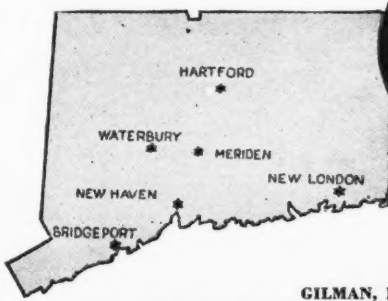
For in Connecticut today every index of high prosperity—department store sales, savings deposits, bank clearances, industrial employment,—points to real success for the manufacturer who enters the market with a skilfully prepared campaign, and the heart to carry it through.

And since 90% of the State's population lies within the trading areas of Hartford, Bridgeport, New Haven, Waterbury, Meriden and New London, it constitutes a market easy to cover with salesmen and easy to blanket with advertising.

—Easy, that is, if you use the papers of the Connecticut Six Star Combination, with one in each of the above cities

SPECIAL DATA ON THIS MARKET GLADLY
FURNISHED ON REQUEST

The
CONNECTICUT
SIX-STAR
COMBINATION
BLANKETS THE STATE



HARTFORD COURANT
BRIDGEPORT POST & TELEGRAM
NEW HAVEN JOURNAL-COURIER
WATERBURY REPUBLICAN AND AMERICAN
MERIDEN RECORD
NEW LONDON DAY

GILMAN, NICOLL & RUTHMAN, Representatives
19 West 44th St. New York 73 Tremont St. Boston 410 No. Michigan Ave. Chicago 507 Montgomery St. San Francisco

"The circulation figures are impressive," said a National Advertiser, "but what about the QUALITY of the Circulation?"

"Those figures include quality enough for me," replied his Sales Manager. "The Sunday New York American should be the backbone of our advertising."



THE Sunday New York American, the young pick up with expectation and read with enjoyment. The keenest minds in the world brighten every issue with news, thought, philosophy, ideas, opening avenues of enlightenment and entertainment not to be found elsewhere.

It is essential—necessary to the happiness of the greater number. Alert young men and women prefer it—pay 10 cents for it—50 per cent more for each copy than for other newspapers.

But—to what extent is it preferred?

By more than a million.

In Metropolitan New York it is preferred by 748,410—from 50 to 207 per cent more copies than its three standard Sunday competitors.

In the 50-mile suburban territory alone, the Sunday New York American is the preference of 267,481 homes—51 per cent of the total circulation of all four standard New York Sunday newspapers.

In the three wealthiest buying counties in America*, it is preferred by as many as its next two standard competitors combined.

Everywhere in the most resultful market in America the Sunday New York American dominates, reaching as many families in all income groups as any million circulation—*more, proportionately, in the higher income groups than smaller circulations.*

And it reaches this huge number on their day of leisure—is read *all day* by *all* the family—*right in the home when and where home purchases are being discussed.*

A great, young and responsive buying circulation! Another reason why the Sunday New York American is considered "The Backbone of New York Advertising"!

To reach your market—to sell your product—Sunday is the day, the home is the place, and the Sunday New York American is the paper.

Sunday New York American

"The Backbone of New York Advertising"

SUNDAY A. B. C.—1,083,805

★ In Westchester, Nassau and Suffolk Counties, the three richest suburban counties in America, the Sunday New York American reaches more than 50 per cent of the native white families.

In these counties there are 65,180 income tax payers, 115

golf courses, 133,019 owners of passenger cars.

In the Sunday New York American you reach *actually* many more of these people than in any other New York newspaper—morning, evening or Sunday.

New York, 1834 Broadway Boston, 5 Winthrop Square Chicago, 326 W. Madison St. San Francisco, Monadnock Bldg.

Are Your Sales Policies Driving Customers to Competitors?

What Six Companies Learned When They Took
An Inventory of Sales and Marketing Policies

By H. B. Johnson

MARKETING policies which stand the test of time are distinct assets and dividend-builders. Marketing policies which, while sound, serve only as temporary need, are no more than stop gaps. Marketing policies which from their inception prove so far from the mark that they are constantly challenged by customers and constantly revised because of weaknesses, inevitably are liabilities which decrease earnings.

Yet the most damaging of all types of marketing policies are those which were thoroughly sound when established, but which, through changed conditions, become inadequate, and yet, because of their triumphant past, are continued unconsciously long after they should have been thrown on the scrap pile.

An Annual House Cleaning

A Pennsylvania manufacturer of hardware, after one bitter and costly experience of this kind, now calls upon each department head, from works manager, through traffic, sales, advertising, service, credit, collections, purchase and production heads for a semi-yearly statement of all policies, coupled with recommendations for changes. His executive assistant then spends a solid fortnight or more in going over these statements with their authors, to make sure that no further changes need be suggested. The revised summary is then given to the assistant general manager, who brings to bear upon the policies of one department his knowledge of the business as a whole. This has always resulted in still further changes.

The general manager's secretary then collates these "Policy Statements" and makes a cross-index before presenting the revision to

the general manager's personal attention.

After he has studied the complete statement and made frequent use of the cross-index to check up apparent conflicts, a conference is held and all policies which directly or indirectly would affect more than one department are discussed, and changes are made as needed.

In a letter from the youthful general manager of a company, who has just lifted the organization with which he has recently become identified from the passing of dividends to over 30 per cent yearly dividends, comes a message of value to every management official and department head. In discussing this problem at a recent informal conference in Ohio, he said, "There are always three and sometimes four parts to the establishment of a policy. First and foremost is the ultimate user. Any policy which even lessens in slight degree his interest in or his use of a product is an unsound policy. Then comes the user's source of supply—usually a retailer outlet. Any policy which places an artificial barrier either between the user and the retailer or the retailer and the manufacturer is an unsound policy."

The Test of a Policy

He concluded, "Any policy which hampers the wholesaler, either in his relations with his customers or with the manufacturer, or which without hampering him in either direction makes a sound competitive offer honestly more attractive, is an unsound policy. But, most of all, any policy which hampers the elbows of the manufacturer himself in his relations with his own organization, or without his own organization, is not only an

unsound policy, but a losing proposition."

It is particularly pleasing to note the emphasis this young business man places upon policies which in any way lessen the interest of the consumer. One manufacturer of the many who have religiously refrained in their advertising from giving an address to which an interested consumer might write for further information, can testify on this point. He recently wrote, "In our desire to have our magazine advertising 'drive customers into stores to buy,' we intentionally omitted any address in our advertisement. We even went so far as to have special cuts of our packages made which did not show (as did the packages themselves) our factory address. While our advertising did aid the dealer, we have found it at least twice and probably four times as effective since we made it possible for the consumer to write to us."

Profit Through Revision

He continued, "We had no idea of the legitimate curiosity which exists with consumers in regard to products such as we manufacture. Our consumer arguments have been immeasurably strengthened as a result of this continual stream of letters which come to us without request, but merely as made possible by our including one address—our headquarters—in each advertisement. We have modified one of our products so that it all but monopolizes its field, simply and solely because we were asked if we knew that parents felt they could not afford an item for cosmetic use because children ate it as a confection. We have multiplied by twenty our sales in Alabama, Mississippi and Louisiana by omitting an ingredient for a

reason which I cannot give in detail, as it is indeed a trade secret of great worth."

A management official of an Ohio hosiery enterprise reinforces this testimony in writing, "Because our brands are distributed only through jobbers and our previous experience in connection with guaranteeing our products had been mishandled, we were misled into the belief that we should make it impossible for the consumer to identify us. Convinced of the unsoundness of our position because we felt it would make a consumer hesitate to purchase the product branded but still anonymous, so far as the maker's address was concerned, we hesitatingly changed to the extent of having the address appear in the finest of type on the reverse side of the label.

Policies Consumers Resent

"We can trace at least a hundred thousand dollars in added profits to the change. Consumers have not only suggested improvements in manufacture, but we owe the success of two of our most popular 1926 shades to users who used the same quality but who wanted a style novelty which our line did not include."

Frequently manufacturers establish policies which directly affect the consumer. Not infrequently they feel that they have successfully established these policies without interference with the sales, merely because they do not receive sufficient or strong enough protest from consumers. It might surprise the automotive world at present to know the resentment which exists when a defective part fails during the guarantee clause, but is installed only when the car owner pays the installation charge. Other manufacturers who guarantee their products against defect in material or workmanship, but who surround the fulfillment of the

guarantee with so many difficulties that the user mentally rebels, might well consult with companies in entirely different lines who have found that a more liberal policy makes many friends and, strangely enough, costs very little more.

There is a beverage manufacturer who uses the premium idea with consumers. But the "coupon" is the label which is firmly affixed to the bottle. This policy of making it difficult for the consumer to secure the coupon without excessive labor unquestionably cuts down the amount of premiums—but it also makes the consumer feel that he is paying for something which is so difficult for him to obtain as to be in reality an added charge on the beverage he consumes.

The Moxie Company might very possibly have been influenced by the thought that policies which lessen the interest of consumers are in reality a barrier to making profitable sales overseas obtainable. Certainly when it brought out its new small-size container it not only met the requirements of many consumers, but, in supplying a patented lunch bag with pockets for six of the smallest size, it decidedly catered to the consumer's pleasure—and thus has largely increased the good-will of the consumer towards the Moxie Company.

Do Your Correspondents Call Your Customers Ignorant Liars?

IN ANSWERING complaints with a form letter, one company was building up a vast amount of consumer ill will. Then one day a customer brought in proof that a certain product had grown moldy before it was used. In spite of assurances to the contrary, the form letter was all wrong. It virtually called the complainant an ignorant liar.

When the case was investigated the company found that the formula for material from one source of supply had been changed without notice. This change had rendered the product vulnerable to mold germs. The right sort of a policy towards complaints would have saved this firm thousands of dollars. Are your consumers sending in complaints which are carelessly answered?

The Gillette Safety Razor Company must owe no small part of its astounding opportunity and tremendous growth to the use of marketing policies which please the consumer. In the first place, they have made it easy to purchase a Gillette. The consumer can well feel that he is obtaining his Gillette without expense through the combination offers which make the Gillette a part of the purchase of a pair of overalls, a tube of shaving cream or canned heat—to name only a few of the interesting and logical "tie-ups." Its demonstrations have turned tens of thousands of moderately interested users into veritable salesmen for the Gillette Company.

Creating Satisfied Users

In my acquaintance is one man who, having learned exactly the right way to use the Gillette on his uncommon but not rare type of beard growth, has made it his hobby ever since to educate every new acquaintance to "the one right way in self-shaving."

There is a shoe merchant in New England whose stores are crowded, when competitors are doing but a moderate business. His sole reason for success is in his making sure that every consumer who comes to him goes out with a pair of shoes that will make walking a pleasure. It may be argued that it is his patented device that is responsible. But others who have had appliances of seemingly equal merit and who have relied upon the device rather than the human angle, have come and gone; while his business has increased almost wholly because the endorsements of his customers have literally dragged into his store others who have emerged and remained so well satisfied that they have joined the endless chain of boosters who help build his business.

(Continued on page 578)



How Dutchess Trousers Puts a SALES KICK in Window Displays

IT WAS a hot day in August. The August sun beating against a huge plate glass window reflected a wave of heat which resulted in melted collars. But in front of the window all afternoon was an interested crowd of people studying the display.

There was nothing exciting or startling in the display. No bathing beauties, or peroxide blondes demonstrating unbreakable pens, or sure-shot corn cures. But the crowd was interested.

What was on display? Perhaps the most prosaic article of men's apparel. Nothing more exciting than men's pants. The display was in the southwest window of one of the big Chicago department stores. Dutchess Trousers were featured. The writer inspected all of the windows which face three blocks of Chicago's busiest street. In no other window was there any other manufacturer's display material used. This one window—which was by long odds the most interesting window of the week—

was made up almost entirely of the manufacturer's display material or suggestions.

It was a display which has been used for many years—in hundreds of stores, but it had an appeal, or an interest value which stopped and impressed a goodly percentage of the passing throngs.

The window is illustrated on this page. At the center of the window a tripod made of ordinary "two-by-fours" was erected. Suspended from the tripod by means of a pair of trousers was a keg of nails. Part of one end of the keg had been knocked out to show that the keg was filled with nails. Whether or not a keg of nails is heavy enough to put an unusual strain on the stitches in a pair of trousers I don't know, but nevertheless the crowds seemed impressed.

The buyer told me that sales had been unusually heavy while the display was in view—the display had a real selling kick—a "punch," if you please, that made sales.



At one end of the window there was a large lithographed display on which were mounted various pieces of material used in the manufacture of Dutchess Trousers. A full explanation of every feature of the trousers was printed on this display. It was not a pretty display, but people stopped to look at it. There was something specific and definite about it that drew attention.

When asked why more material of this kind was not used in the store's windows, an official of the

(Continued on page 577)

You Cannot Employ

- 200 and more expert secretaries, in
- 47 branch offices, having over
- 250 rooms properly equipped (with dressing rooms)
- 128 conference rooms in
- 47 principal cities in the United States, Canada and Europe, pay rents, salaries, telephone service, all operating costs and maintain a "Business Laboratory" that cost \$200,000 for research development, opening new channels, having records and contacts worth half a million dollars.
- 44 types of service secured through
- 14 bureaus

For One Dollar a Week

Through Old Colony this can be done

Individual or group memberships

Old Colony Club was organized in 1916

The Club serves over 11,000 executives and professional men.

Our own branch offices in the following cities:

Atlanta, Ga.	Indianapolis, Ind.	Richmond, Va.
Atlantic City, N. J.	Jacksonville, Fla.	Rochester, N. Y.
Baltimore, Md.	Knoxville, Tenn.	San Francisco, Calif.
Birmingham, Ala.	Los Angeles, Calif.	St. Louis, Mo.
Boston, Mass.	Louisville, Ky.	St. Paul, Minn.
Buffalo, N. Y.	Memphis, Tenn.	Syracuse, N. Y.
Chattanooga, Tenn.	Miami, Fla.	Tampa, Fla.
Chicago, Ill.	Milwaukee, Wis.	Washington, D. C.
Cincinnati, Ohio	Minneapolis, Minn.	Montreal, Que., Can.
Cleveland, Ohio	New Orleans, La.	Winnipeg, Man., Can.
Columbus, Ohio	New York, N. Y.	Toronto, Ont., Can.
Dallas, Texas	Norfolk, Va.	London, England
Dayton, Ohio	Philadelphia, Pa.	Manchester, England
Denver, Colo.	Pittsburgh, Pa.	Paris, France
Detroit, Mich.	Providence, R. I.	Berlin, Germany

IN ADDITION TO OUR OWN CORRESPONDENTS
IN EVERY CITY IN THE WORLD

Our "Where to Get Hard to Get Information" and "Service" booklets mailed on request

OLD COLONY CLUB, 8 East 34th Street, New York, N. Y.

Send me particulars

Name.....

Address.....

Company or Profession.....

City.....

Direct Mail Conclave to Open in Detroit, October 20th

A PROGRAM which includes as speakers many men of national prominence as scheduled for the 1926 convention of the Direct Mail Advertising Association to be held in Detroit, October 20-22. Besides the usual national direct mail exhibits which are annually a part of the convention features, there will be a general advertising exposition taking in all other branches of advertising, and intended to set forth Detroit's importance as an advertising center.

Forty speakers, headed by John N. Willys, president of the Willys-Overland Company of Toledo, Ohio, are on the program, which also includes such well-known men as A. Heath Onthank, chief of the Domestic Commerce Division; E. D. Gibbs, advertising manager, National Cash Register Company, Dayton, Ohio, and many others of prominence.

The convention of the United Typothetae and the annual meeting of the Mail Advertising Service Association will both be held in Detroit on overlapping dates so that it will be possible for delegates to attend sessions of more than one convention.

Fare and one-half rates to Detroit are being offered by the railroads, while hotel accommodations may be obtained through the Hotel Committee of the D. M. A. A. Convention and Exposition, with headquarters at 911 Polk Directory Building, Detroit.

The program, so far as it has been completed, follows:

GENERAL SESSIONS

**Wednesday Morning,
October 20, 1926**

Presiding: CHARLES R. WIERS, Boston, President Direct Mail Advertising Association.

Call to order and greetings.

Subject to be announced.

HON. A. HEATH ONTHANK, Chief, Domestic Commerce Division, Bureau of Foreign and Domestic Commerce, Department of Commerce.

Marketing the American Manufactured Product in Britain

HARRY PICKUP, Esq., Managing Director, Harpic Mfg. Co., Ltd., London, England.

**Wednesday Afternoon,
October 20, 1926**

Presiding: JOSEPH MEADON, Detroit, Michigan, President of the Franklin Press, Detroit, and Chairman of the Detroit Committee.

Using the Mails to Help Sales

E. D. GIBBS, Advertising Manager, The National Cash Register Co., Dayton, Ohio.

Has the Law of Diminishing Returns Started to Operate in the Case of Direct Advertising?

ROBERT E. RAMSAY, The Robert E. Ramsay Organization, New York.

Retailing Via Direct Mail

R. A. CHANDLER, Treasurer and Publicity Director, The Chandler Hardware Company, Sylvania, Ohio.

Dominating a National Market in Six Months

GEORGE S. STURGES, Advertising Manager, The Glidden Paint & Varnish Company, Cleveland, Ohio.

General Discussion.

**Thursday Morning,
October 21, 1926**

Presiding: WILLIAM A. BIDDLE, Advertising Manager, American Laundry Machine Co., Cincinnati, Ohio.

Today's Responsibility for Selling

A. B. MCCALLISTER, Young & McCallister, Los Angeles.

Subject to be announced

E. E. MCCLEISH, President, William Elliott Graves Corporation, Chicago.

The Blotter's Place in a Direct Mail Campaign

FRANKLIN DORSET, Whittet & Shepperson, Richmond, Virginia.

Reaching the Big Boss by Direct Mail Advertising

BEN J. SWEETLAND, Sweetland Advertising, Inc., New York.

Award of Trophies.

**Friday Afternoon,
October 22, 1926**

Presiding: EDWARD A. COLLINS, Assistant Superintendent of Agencies, The National Surety Co., New York.

Subject and Speaker to be Announced.

The Tone of Voice in Copy

G. W. FREEMAN of Doremus & Company, New York.

What the Postman Brings

FRANCIS B. FRAZEE, The Larkin Co., Buffalo, N. Y.

Resolutions Committee Report.

Announcement of location of 1927 Convention.

DEPARTMENTAL SESSIONS

**Thursday Afternoon,
October 21, 1926**

RETAIL

Chairman: FRED A. WESTON, Sales Manager, Kaufmann's, Pittsburgh, Pa.

How We Got More Money for Direct Mail

RAY M. WRIGHT, Advertising Manager, Scruggs, Vandervoort and Barney, St. Louis.

Some Female Reactions to Direct Mail Advertising

MRS. SELMA BAER ELGUTTER, President, Women's Advertising Club, Toledo, Ohio.

Speaker and Subject to be Announced.

FINANCIAL

Chairman: E. E. MCCLEISH, President, William Elliott Graves Corporation, Financial Advertising, Chicago.

SALES HOUSE ORGAN

Chairman: JOSEPH H. ROBINSON, President, Atlas-Robinson Co., Chicago, Publishers of Mail Sales.

EMPLOYEES' HOUSE ORGAN

Chairman: NELSON T. ZIEGLER, The Ohio-Buick Co., Cleveland, Ohio.

The Proof of the House Organ Pudding
MISS MAYBELLE G. JONES, The Retail Credit Co., Atlanta, Ga.

Catching Employee Interest in the House Magazine

F. HARVEY MORSE, The Ralston-Purina Company, St. Louis.

Subject and Speaker to be Announced.

INDUSTRIAL ADVERTISING

Chairman: WALTER A. BOWE, Commercial Publication Section, Publicity Department, General Electric Company, Schenectady, N. Y.

Literature and the Dealer's Co-operation
RICHARD B. COOK, Advertising Manager, David Lupton's Sons Company, Philadelphia, Pa.

How Industrial Buyers Use Manufacturers' Literature

G. E. CONKLING, Manager, Marketing Counselors' Staff, The McGraw-Hill Publishing Company, New York.

Direct Advertising, as Viewed by the Manufacturer of Mechanical Equipment

JOHN J. SLEIN, Sales Department, The Graton & Knight Mfg. Company, Worcester, Mass.

**Friday Morning,
October 22, 1926**

BETTER LETTERS

Chairman: E. P. CORBETT, Chief, Sales Letter Division, The National Cash Register Co., Dayton, Ohio.

Pre-approach Letters in Life Insurance Selling

Speaker: JOHN HALL WOODS, Advertising Manager, Great Northern Life Insurance Company, Chicago.

A Question and Answer Hour.

Psychology of Effective Appeals

Speaker: J. H. PICKEN, Author of Business Correspondence Handbook and Lecturer on Letters at Northwestern University.

ADVERTISING PRODUCTION

Chairman: A. B. MCCALLISTER, Young & McCallister, Los Angeles.

The Value of Quality Printing

GEORGE W. WARD, The D. L. Ward Paper Co., Philadelphia, Pa.

Place of Offset Lithography in Direct Advertising

CLARENCE A. WHITESIDE, Seneca Offset Corp., Pittsburgh, Pa.

Work of the Marketing Committee U. T. A.

FRANK J. SMITH, The John P. Smith Printing Co., Rochester, N. Y.

The Printer's Opportunity and Duty in Direct Mail

CHARLES AUSTIN BATES, New York.

Is Boston really a *The Boston retailer*

His solution of the problem lies in
concentrating his advertising
upon a 12-mile shopping area

IF a Boston department store using millions of lines yearly in all Boston newspapers is unable to draw an appreciable percentage of its business from a greater distance than 12 miles, what does this fact prove?

It proves the existence of a natural, normal trading area for Boston. That area is the result of the habits of Boston's people—not invented by any medium—not to be altered by any advertiser—as definite as the force of gravity and as impersonal.

There is a 12-mile limit around Boston

Most national advertisers think of Boston as a city with a 30-mile trading radius. This seems logical. But within this 30-mile radius are five cities that are entities in themselves. Hundreds of shopping centers have grown up.

And when the Globe interviewed Boston department stores it developed that 64% of the charge accounts in one most representative store and 74% of the package deliveries of all leading Boston department stores lie *within 12 miles of City Hall*.

The 12-mile area is Boston's Key trading market

In the 12-mile area lies a population of 1,700,000, with a per capita wealth of nearly \$2000. In it, too, are the largest number of retail outlets in most lines—and nearly all the retail *leaders*—the stores which are bellwethers for

any scheme of distribution. *And in this area the Sunday Globe delivers the largest circulation of any Boston newspaper.* Daily its circulation is even greater than on Sunday.

That is why great Boston department stores buy the Globe first—in 1925 placing in it daily their greatest volume, and on Sunday as much lineage as in all the other Sunday papers combined.

All because the Globe's circulation—built entirely upon editorial and news interest and unhampered by premiums or any other less valuable form of circulation growth—actually followed buying power and buying habits!

Concentrate through the Globe in this Key trading area

The Globe has gained its preponderance of circulation in this Key trading area simply by making a newspaper that Boston men and women wish to read. Such policies and features as the Globe's racial, religious, and political impartiality; its carefully edited woman's page—the oldest in America; its complete sport news,—these built the Globe's circulation.

Study the map herewith. It shows the trading area of Boston as retail business in Boston defines that area. Through the Globe, concentrate upon that area. In Boston, buy the Globe *first*.

TOTAL NET PAID CIRCULATION IS

279,461 Daily

326,532 Sunday

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area*, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

difficult market?

says "NO"



In the Area A and B, Boston's 12-mile Trading Area, are

64% of department store charge accounts
 74% of all department store package deliveries
 61% of all grocery stores
 57% of all drug stores

60% of all hardware stores
 57% of all dry goods stores
 55% of all furniture stores
 46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday.

The Boston Globe

The Globe sells Boston

Sales Managers' Clubs Plan Winter Activities

A NUMBER of sales executives' clubs in different sections of the country have announced speakers and subjects for discussion which will form the programs of their fall and winter meetings.

Van B. Hooper, president of the Sales Managers' Association of Milwaukee, has outlined some ambitious plans that organization hopes to develop this winter. The new club platform encourages reciprocity among members of the club in using each other's products wherever possible and sets a goal of a 100 per cent increase in membership for this year. This association is a strong advocate of a national organization among sales managers' clubs.

Some of the subjects listed for discussion at meetings this winter include: hiring and training salesmen; salesmen's compensation; helping the salesman sell more; the cost of distribution; how much shall we spend for advertising; export selling; sales contests; and one meeting will have as a feature a debate by four members on "Jobber Only vs. Dealer Direct."

The Sales Managers' Association of Los Angeles, an organization of more than twenty years' standing, has a membership of 125. Meetings are held the first and third Mondays of each month, the next one being scheduled for October 4. R. G. Franco will be the principal speaker, while "Hiring Salesmen" is the topic chosen for general discussion. Subjects to be covered in subsequent meetings this fall and winter include training salesmen, compensation of salesmen, territory distribution and quotas, and sales promotion.

The Boston Sales Managers' Club, having just completed its merger with the Boston Chamber of Commerce, held its first meeting September 17. The Sales Managers' Club, under the new arrangement, retains its own separate organization but adds the many facilities of the chamber for meetings and continuous research work. "Returned Goods" is the subject

for discussion at the next meeting to be held October 15. George J. Martin of the Martin Manufacturing Company and Charles P. Garvin, F. S. Webster Company, will lead the discussion.

"How to Obtain Better Recognition of the Product on the Part of the Jobber's Salesman" is the topic for the November meeting. C. A. Norton is the present president of the club.

The Sales Managers' Bureau of the St. Louis Chamber of Commerce, one of the most active clubs in the country, has not yet completed plans, but meetings will be held each Friday noon for discussion of some subject on distribution, while eight evening meetings will combine social and business aspects. Further features for the

year's activities include classes in business letter writing and public speaking for executives, a one-day sales executives' conference, a six-day good will tour, the maintenance of a department on employment for salesmen, a number of civic tours through large St. Louis industrial plants, publication of a club house organ, and the establishment of a sales managers' library.

The Sales Managers' Club of Philadelphia has sent out questionnaires to various individuals, companies, and other groups, to determine what subjects are the most popular as bases for discussion in meetings. Programs will be announced later. Meetings are held the third Monday of each month beginning October and running through April.

All of the above organizations extend cordial invitations to visiting sales executives to attend meetings.

Window Display Men to Meet in Philadelphia

The third annual convention of the Window Display Advertising Association will be held at the Hotel Pennsylvania, New York City, October 5-7.

One of the unusual features of this convention will be the selection each day by a committee of advertising and window display experts, of the best display material exhibited in the exhibit hall adjoining the convention assembly room. Following the selection of these displays, their merit will be discussed in open meetings in the convention, everyone present being given an opportunity to participate in the analysis of their points of excellence as presented by the selection committee. It is believed that first hand study of display material in this manner should lead to a better understanding of the form and nature of window displays.

Another unusual and helpful feature of this convention will be the presentation of a number of startling facts which have developed as a result of an investigation made by the research committee of the

W. D. A. A. in cooperation with the dealer helps committee of the Association of National Advertisers. These committees secured a summary of the personal experiences of several thousand retailers, national advertisers and others interested in window displays. As a result, it is promised that this investigation will have a tendency to upset some of the established ideas as to what is and what is not good window display advertising practice.

William Zwietusch, a representative of the Crowell Publishing Company, and formerly of Henri, Hurst and McDonald, of Chicago, has joined the staff of the Geyer Company, Dayton, Ohio, advertising agency, as an account executive. The Geyer Company also announces the addition of H. A. Ruby, formerly city editor of the "Louisville Times," and H. A. Layport, formerly managing editor of the Lima, Ohio, "Gazette," to its publishing department.

Chevrolet Men Pledge Thousand-Car Increase in Daily Sales

Sales Plays, Gigantic Charts, and Picturesque Exhibits Carry Messages to Sales Force at Big Annual Convention

"TWO things are required in successful selling. One is a good product and the other is a good selling organization. There have been companies who made good products but failed to attain great success through not having an adequate sales organization.

"Chevrolet is going to produce 1,000 more cars a day starting January 1, and it is our duty to sell them—"

The "keynoting" of R. H. Grant, general sales manager of the Chevrolet Motor Company, was here interrupted by a spontaneous and unanimous cry of "We'll sell them!" from the more than eight



Above: A towering stand of flags of all nations represented the General Motors overseas activities. Left: One of the spectacular charts which helped to drive home the scope of Chevrolet advertising.

Francisco's China Town, they presented a carnival spirit; but once inside the auditorium of the new Masonic Temple, where the sessions

hundred field men of the company, gathered in Detroit late in August for a sales convention which for size, enthusiasm, and pep exceeded any like gathering of an automobile sales force ever held.

Color, too, should be listed as one of the features in which this convention excelled all others of the kind, for it was colorful almost to the extreme. Representatives from different sections of the country were attired in raiment typical

of their territory. "Ten gallon" hats and red bandana handkerchiefs marked the men from the great open spaces in the Southwestern region; those from the Atlantic Coast wore natty white suits and white flannel hats; the Great Lakes region was appropriately represented by men in sailor garb, and so on. Led by the Chevrolet calliope, and with the delegation from the Pacific Coast headed by one of the famous dragons of San

were held, they were a great group of eager business men, ready and eager to accept the challenge proposed by their leader to add another thousand cars a day to Chevrolet's already amazing sales record.

Chevrolet produced 77,000 cars in the month of June and nearly 400,000 during the first half of 1926, yet Mr. Grant cautioned: "Never say or think that Chevrolet has done a good job. Say, instead,

Advertisers Can 250,000 Circulation in LIBERTY

THOSE who buy space before November 1st, 1926, will receive a bonus of 250,000 circulation per issue absolutely free. LIBERTY's advertising rates will be increased after November 1st, based on a 1,350,000 average NET PAID circulation during 1927. Up to November 1st, however, advertisers can buy space through the rest of 1926 and the entire year of 1927 at the current rates based on 1,100,000.

Orders for 1927 Accepted Up to Nov. 1st at These PRESENT RATES

Line Rate	5.00
Eighth Page	375.00
Quarter Page	750.00
Half Page	1500.00
Full Page	3000.00
Two-Color Page	3750.00
Four-Color Page	5000.00
Back Cover	6500.00

Orders Placed After Nov. 1st Subject to These NEW RATES

Line Rate	6.25
Eighth Page	468.75
Quarter Page	937.50
Half Page	1875.00
Full Page	3750.00
Two-Color Page	4500.00
Four-Color Page	5500.00
Back Cover	8000.00

YOUR SAVING

on 13 Insertions of Following Units if Ordered
Before Nov. 1st

Per Line	16.25
Eighth Page	1218.75
Quarter Page	2437.50
Half Page	4875.00
Full Page	9750.00
Two-Color Page	9750.00
Four-Color Page	6500.00
Back Cover	19500.00

Just Consider
the Saving in Ordering
Your 1927 Advertising
NOW . . . in

that Chevrolet is doing a good job.

"Do you see the difference?"

"In the first place, we would have nothing more to do; the future would be shut off by a low ceiling. In the second place, we have the sky above with plenty of room for continued progress.

"We have increased our business, it is true, and I would compliment and praise you for what has been accomplished. But remember that there is a great work ahead. What we contemplate accomplishing appears reasonable and prospects look good, but it will require deeds and not retrospection to put it over."

Before introducing the second number on the program, Mr. Grant asked how many present could present "A Ride in a Chevrolet," a pictorial demonstration that is one of the staple features of the Chevrolet selling plan. Several hundred hands were raised—so many that Mr. Grant declared he was unable to make a selection and would have the "ride" presented by the one who had been selected by the committee.

The curtains parted and disclosed Miss Helen Zesch, a winsome little miss of seven, who proceeded to describe the "ride" so

convincingly to C. E. McAdams, sales promotion representative of the Los Angeles zone, that he signed on the dotted line almost without a struggle. The "Ride in a Chevrolet" has been given many times but, representatives afterward declared, never more clearly and convincingly than when presented by this child, who had been brought to Detroit all the way from Los Angeles specially to show just how the "ride" should be given.

After Miss Zesch had responded to three curtain calls, Mr. Grant said: "I suppose after that some of you able bodied men here will still have alibis when asked to present 'A Ride in a Chevrolet!'"

Mr. Grant then went on to explain how the additional thousand Chevrolets a day are to be sold, emphasizing the fact that this will

have to be done by exercising better and more intensive salesmanship.

Mr. Grant's points were then emphasized and dramatized by the presentation of a playlet entitled "Organization" and acted by representatives of the field men themselves.

J. E. Grimm, Jr., advertising manager, told the men what their company is doing to keep its product before the public, illustrating his remarks by a series of spectacular charts, each a full-size back drop, 30 by 60 feet in size and an exceptional example of graphic work. The scope of Chevrolet advertising, the different classes of publications employed, and reproductions of posters, painted outdoor bulletins, and electrical displays used were presented in this way.

Mr. Grant opened the afternoon session with a talk on helping dealers to increase their retail sales, which was followed by a moving picture entitled, "The

The exit from a "labyrinth" wherein each salesman met all seven points of the standard Chevrolet "Seven Point Sale," was through a money bag where each received an imitation of the \$100 gold piece which will be his reward for attaining his quota during the Fall selling campaign.



Reach "Greater Troy's" 118,000 Population at Six Cents a Line

"Greater Troy" is dominated by a single strong newspaper, The Troy Record—morning and evening.

At one cost—six cents a line—you may reach "Greater Troy's" 118,000 population.

The Record reaches 95% of the families in "Greater Troy" and a great many national advertisers depend on The Record exclusively in this area.

Write for complete information about the Market and Medium.

THE TROY RECORD

National Advertising
Representatives:

CHAS. H. EDDY COMPANY

NEW YORK: Park-Lexington Bldg.

CHICAGO: Wrigley Bldg.

BOSTON: Old South Bldg.

Dealer who Thought He Did and the Dealer Who Did."

C. E. Dawson, assistant general sales manager, then took the floor and told of how quotas used to be set by the factory, but now are set by demand. "There are two ways to sell this additional thousand cars a day," he said. "One is to obtain more dealers and the other is to improve the retail sales organization. If every possible location is supplied with a dealer or associate (and most of them are) the increase from this method would only be a small part of the total we anticipate. So the only method by which we can attain our goal is through increased efficiency of our present retail outlets. . . . You men must become retail as well as wholesale men, and by your advice and efforts help dealers sell more cars.

Sales Play Is Featured

Another play, "The Right Way," was then presented to tell the complete story of the changes that will result in zone offices and in the retail sales organization in carrying out the new and improved sales plan. The play was in three scenes, presenting, in order, the dealer with poorly instructed salesmen who enjoy ball games and a Chevrolet representative who is an absolute zero when it comes to helping the dealer; a zone sales manager holding a "seance" with his representatives and injecting large doses of pep; and a grateful dealer, brought to his senses by a clever representative, ready for intensive work.

On Monday evening, the representatives inspected a graphic exhibit of sales methods set up in the gymnasium of the General Motors Building. In addition to the display of the Chevrolet line of passenger cars and trucks, a complete Duco shop, and a display of used cars with a moral, there was a panorama of beautiful country, visually suggesting the real meaning of "Chevrolet Everywhere," an extensive group of exhibits, and a "labyrinth."

At the entrance to the exhibit was a sign directing the representatives to "Beat Last Year—This Way." The visitor then followed a

devious course, at every turn of which he was confronted by an inspirational display panel presenting graphically some phase of Chevrolet's activities and ambitions. Near the final turn, and just before entering the exhibit hall proper, the visitors found two displays of used cars; one of a long line of unkempt cars, poorly arranged, poorly lighted, and entirely uninviting; the other of a group of used cars as they should be displayed—neat, clean, highly polished, and in perfect array. The exhibit silently but forcefully impressed a lesson of utmost importance to every automobile man.

The "labyrinth" was a twisting, enclosed passage at every turn of which was emblazoned one of the points of the Chevrolet "Seven-Point Sale": investigation, dealer letter, direct-mail, album-demonstration, road demonstration, prospect to showroom, and dealer to prospect. The exit was through an enormous money bag, where each man received an imitation of the \$100 gold-piece which will be his reward for attaining his quota during the fall selling campaign.

Spectacular Display Ideas

Nearby was another clever exhibit depicting the buried treasure hidden in the Chevrolet "Three Point Owner Follow-up System." Illustrated also were the regional sales records, selling plans and selling equipment, community registration, and the "Seventy-Two Car Club."

How the Chevrolet "Sales Speeder," a dealer publication, is produced was shown in a "behind the scenes" display, and the extent to which the Six Per Cent Certificate is assisting in the marketing of the Chevrolet line was illustrated by a huge map of the United States completely covered with hundreds of genuine certificates upon which cars actually had been delivered.

One entire end of the exhibit hall was devoted to the work of the sales analyzation department. Here, in addition to the many charts and graphs prepared by the department, the analyzation machines were shown in actual operation. A salesman's card dropped

into one of the machines, for example, came out bearing a complete analysis of his activities and of his value to the organization.

Adjoining the analyzation department display was an enormous placard announcing that of the 6,600,000 farmers in the United States, one in every 11 uses a tractor and one in every 10 uses a truck. Chevrolet plans to sell 100,000 trucks between now and this time next year, according to another placard.

Still another placard stated that the additional financing that will be required by selling a thousand cars a day more will involve the sum of \$280,750,000. It is expected that the General Motors Acceptance Corporation will handle both the wholesale and retail financing of this huge volume of business.

An extensive display of the sales managers' service, another of the General Motors Export Corporation, and a towering stand of flags of all nations were among the other features of the exhibit and display.

Instructive and inspirational addresses by various executives were delivered on Tuesday and the final business session was brought to a dramatic close Tuesday afternoon.

R. K. White, sales promotion manager, after outlining the fall selling campaign, asked the zone sales managers whether they were willing to sign their names to the quota of cars assigned each on a huge placard on the stage. With the concerted movement of a company of soldiers, the zone sales managers moved as one man to the stage and signed opposite their zones.

Then the regional sales managers were asked to do likewise—with a much larger pen—and again pandemonium broke loose. As the cheering reached its height, Mr. White called for the placard listing the names and quotas to be taken down and presented the "signed document" to Mr. Grant and his associates.

The Minter Brothers, manufacturers of a new candy bar known as "Kid Boots," have placed their advertising account with Edwards, Ewing and Jones, of New York and Philadelphia.

SPARTANBURG, S. C.



A Market of 13,000,000 People!

THAT'S what you find in the Southeast, a market with real buying power. Are you getting your share of their business? Are you making only half-way efforts to sell them?



Your sales headquarters in Spartanburg, South Carolina, will put you in the center of this enormous market. With unrivaled transportation facilities for shipping and traveling, with state-wide bus-line systems, you'll find Spartanburg the logical center for selling the Southeast.

Investigate it today. Start by writing for a copy of the Marketing Survey of the Spartanburg Trading Area. You'll value its facts on Distribution, its detailed story of Transportation facilities. May we send it? Due to our desire to avoid a promiscuous distribution, please make your request for the Survey on your business stationery.

INDUSTRIAL COMMISSION

1150 MONTGOMERY BUILDING

SPARTANBURG, S. C.

SPARTANBURG

"The Hub City of the Southeast"

SOUTH CAROLINA



MARKET: In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

TRAVELLING: 33 passenger trains in and out of the city every 24 hours. A network of bus lines covering the state. Large, modern hotels everywhere.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

The A-B-C's of Advertising in France

(Continued from page 507)

the French prove in their newspaper choices the wisdom of the doughboy's remark. They take their news out of a multitude of small newspapers instead of getting it from one or two big ones as we do.

I don't know how many newspapers are printed in Paris. I know that I have bought more than a dozen but that hardly starts me down the list. Most of them are of four pages, a few six, and the largest of all has eight. The so-called "Big Five"—the "Matin," "Petit Parisien," "Journal," "Petit Journal," and "Echo de Paris"—claim a combined circulation in excess of five million copies a day, and are considered good advertising buys up to a radius of 300 kilometres from Paris. After that distance the advertisers use the provincial papers.

Newspaper Advertising Practices

I said that the papers "claimed" this circulation. Only the proprietors know exactly what the net paid is. The advertisers and advertising agents get the claims and make what they hope is the right deduction. None of the French publications ever shows sworn statements or allows any audits to be made by outsiders. "It's none of your damned business."

At home the department stores and large specialty shops provide the newspapers with their bread-and-butter advertising. Here one rarely sees a department store advertisement in a newspaper. About the only occasions are when stores announce a special sale. Even then they do not describe or even list their bargains—they merely say that on such-and-such a day their annual such-and-such a sale will commence.

Probably the rates are the greatest deterrent. The majority of the strongest papers circulate fairly evenly throughout France and get down even into the French colonies in Africa. They are national media, and rates run as high as

\$3.00 a line. So they are used only for commodities that can be sold wherever the papers go, and are too expensive for the department stores. The department stores advertise themselves with the reminder type of advertising: large electric signs on their own buildings, posters on their delivery trucks, cards in the buses and trams, posters on boards and in the subway stations.

"Trick" Advertising Popular

The French newspaper publishers lean over backwards in refusing to give free publicity. An item might be genuine news which the public would like to read, but if it incidentally gave publicity to a business man it would be ruled out unless the business man paid for it. If he came across, then it could go in, with any style of makeup desired.

Newspapers are filled with "readers." The small ones are called "Echos" and are run in a special department, sandwiched in between legitimate news items. The larger ones, twenty lines and up, are called "Entrefilets" and run in the regular news columns. The great ambition of the writers of these "readers" is to hide the name of the product and the advertiser so successfully that the reader of the paper gets the happy surprise at the very last words of the last line. Up to that moment he thinks he has been reading a clever joke or an essay on the war debt problem, but there is a sudden twist at the end which surprises him so delightfully that he jumps for his hat and races down the street to the nearest store where the article can be purchased.

Much of the French advertising is of the trick variety which we rid ourselves of years ago. Of course, there is a place for humor in advertising, but the French haven't caught on to the way of using related humor. They make some extraneous joke, either in words or picture, and then very clumsily try to divert the good feeling they

hope they have aroused to the article they want to sell.

The make-up of a French newspaper page is nothing to admire. Most of the ads are very small—one reason being that space costs so much—and they are jammed closely together. The papers exercise no restrictions on solid blacks, and a typical page is an eyesore.

Yet despite their manifold shortcomings, the newspapers produce good results. When I travel I always watch the reading habits of my fellow travelers and in the subways and buses here I have noticed that when the French buy a paper they read it, from the first printed word to the last. If an advertisement is at all persuasive—and can be made to stand out in the chaotic page on which it is printed—it has a very good chance of being read and acted upon. It has little competition in a four-page sheet that contains all told less than one page of advertising.

The Use of Small Space

I have been told by a number of business men here that many American firms have spent money wildly and foolishly when they first entered this market—that because they had used full pages, halves and quarters at home they supposed it was necessary here. It isn't. Small space used consistently brings the best results.

I noticed a Frigidaire advertisement of one column by six inches in "Le Temps" the other night which had as good attention value as a half page in a home paper. And Boyce-ite, which is very popular in France, finds small space adequate. In this morning's "Le Quotidien" they have a 42-line advertisement on the back page, entirely surrounded by reading matter, and with only one other advertisement on the page.

France doesn't have a very impressive array of general magazines. Books are very cheap—a good novel sells for considerably less than most of our monthly magazines—and a fiction magazine

45 "SEQUENCE CALLS"

\$82,500

WORTH OF BONDS



IN BRINGING out a new bond issue, a Cleveland financial house regularly files with the long distance operators from 50 to 100 sequence calls to banks and investment firms in other cities. The calls come in in one-two-three order. As one is finished another is put up, so that a greater number of calls can be completed within a given time. For one such issue,

47 calls were filed ... 45 were completed. Charges, \$40 ... sales, \$82,500.

"SEQUENCE lists" are another convenience worked out to increase the effectiveness of long distance campaigns and to save the time of the telephone user. Many who formerly used the telephone only locally are now using it to distant states and towns. Many who used only single calls are now taking advantage of the sequence method. Concerns that at first used long distance calls only when an emergency arose, now depend on them to make appointments, to save long and tiresome trips, to make sales where interviews have been denied, and to make purchases where both time and price are important.

Would it be worth while to make a thorough check-up of your various departments and executives to see if the telephone

is bringing its full resources to bear upon your business? Each working day sees another million dollars invested in the communication equipment of the Bell System. Does your business secure its share of the added advantages of these developments? The telephone resources of any business are worthy of careful study. Firms are frequently amazed to discover their unthought-of possibilities.

A Commercial Department representative will gladly call to explain the use of sequence lists and consult with you concerning what long distance calls can do for your business. And now, what distant call is there that should be made? Seventy thousand communities are within your easy reach. *Number, please?*

BELL LONG DISTANCE SERVICE



has to be superlatively edited to build up a big circulation in the face of such competition. About the only fields left for magazines are fashions, housekeeping, society, science, and news weeklies. The quality of advertising in the magazines is incomparably superior to that in the daily press, and is almost as good as their poster work.

Some of the magazines have the same feelings about expansion that the restaurateurs have, and will run so many pages an issue and no more. As a result, several have long lines of advertisers waiting to get in. "L'Illustration" and a couple of the women's magazines are so loaded up that an exchange might be started to trade in their pages. "I have a contract for a page in 'L'Illustration' for June 9, 1926—what am I offered?" Imagine the scramble there would be if Mr. Cyrus Curtis took it into his head to limit his well known weekly to 72 pages and you'll see what I mean.

Little Agency Development

The trade journals are few in number and will never become strong so long as French business men retain the feeling that their methods and experiences must be kept secret. Direct advertising is said to be lacking in strong action-compelling appeal but to have a high artistic average. I have seen very few examples and cannot express a personal opinion.

There are very few firms here that we would recognize by the appellation "advertising agencies." Both Erwin, Wasey and Company and Dorland have flourishing branches which serve many of the leading American advertisers. The senior partner of Wallace and Draeger is an American advertising man. But aside from these three firms the agency situation resembles conditions in the States about the year 1885. The French agents are space sellers first and last, and do no service work except when they are unable to avoid it.

The Agence Havas, for example, controls under contract the advertising in dozens of papers throughout France, including the back

page space in the Paris "Big Five" papers. Those wishing to buy space must deal through them and not direct with the papers. They have an active selling staff, but the agency, as an organization, does no servicing. Individual Havas solicitors may and do make arrangements with outside copywriters and artists when such work is necessary to complete a space sale.

Havas is best known to the world at large as a news gathering organization, similar to our Associated Press and United Press. About fifty years ago an enterprising Frenchman set up shop near them and built up a modestly profitable business as a space seller for a number of newspapers in and around Paris. As he established contacts with the advertisers of those days he would be annoyed every so often by ambitious advertisers who said they wanted rate quotations on papers in such far away places as Marseilles, Belgrade and Budapest. He didn't know and he didn't want to put himself out to the extent of writing letters or sending an investigator, but he did have a brilliant idea. He went to his neighbor, the Agence Havas, and said, "You have reporters in all these far-away places who have close contacts with the editorial departments of the newspapers, and while they are in the buildings they could very easily step into the business departments and get the information these fool advertisers want."

Distrust of Advertising Waning

He offered them a commission sharing arrangement and they accepted. In the course of years the business grew very large and profitable and eventually Havas bought out his neighbor. I mention the story because to me it is reminiscent of the way in which American agencies evolved. It requires no great prophet to predict that in a few years Havas will become a service agency or the big papers will take the selling of space into their own hands.

Any American coming over here to advertise will shed tears if he does not get expert advice on his problems. No newcomer could

hope to buy space intelligently, and no one ignorant of French customs, mentality, and vernacular could write good copy. Mere literal translation of a good American advertisement is not enough.

Big space—particularly in the newspapers—is seldom necessary because there is so little competition that an advertiser does not have to buy dominance, and it is also true that many Frenchmen are suspicious of big advertising. It is possible for an advertiser to defeat his own purposes when he advertises lavishly: many of his prospects will get the idea that the advertising cost is added to the price or taken away from the quality, and if there is a favorably known non-advertised product it may get the preference.

Copy for the Frenchman

The distrust of advertising is not as marked as it used to be and is a carryover from the days when only fraudulent products were advertised. Publishers open their media to anyone who has money to spend, and legitimate advertisers are still handicapped by their ill-smelling companions.

Generally speaking, the French advertisers depend on reminder copy—endless repetition of the name in the boldest, blackest letters, but the success of many American firms in using long copy—the reason-why kind—is influencing the native advertisers. There is more than one reason why literal translation of American ads seldom is satisfactory. It fails to catch the nuances of the language, just as British copy would fail in the United States even though supposedly we speak the same language.

Then, too, the French have a different mentality, different buying motives, individual prejudices. As W. S. Maas, of Dorland, says, "The Frenchman could see no reason for adopting the coat-shirt of American pattern simply because it was good-looking, or convenient, or comfortable, or up-to-date, or any other reason that had pulling power in the United States. Advertisements embodying such reasons were tried, but with no great success. The Frenchman is

[[N. B. This advertisement is one of a series
appearing as a full page in The Enquirer]]



Mr. *Cincinnati* Radio Fan ... *the morning after*

THE morning after each great battle with the ether, Mr. Cincinnati Radio Fan is as jubilant as a two-year-old. He'll "tell the world" about the stations he logged—and those that got away from him?—well, that's another story.

But eventually he'll get those stations, too. He'll bring them in like a ton of brick—if he has to try every receiving set on the market.

And he'll make good his boast. Anything that promises to help him cut through interference, or minimize static, or bring in distance—he wants and is going to have, because he has the money to spend for it! Last year, his total bill for radio receiving sets and parts amounted to more than \$4,500,000!

Naturally, Mr. Cincinnati Radio Fan is pleased with the way in which his favorite

newspaper has kept abreast of his hobby. Every morning the latest radio news in The Enquirer adds zest to the post-mortem discussion of last evening's experiences. The advance notices of tonight's programs are eagerly consulted and—what's this? A radio advertisement with a new idea. . . .!

It's live interest such as this that greets the announcements of manufacturers and merchants of radio sets and parts in the columns of The Enquirer. Most of these manufacturers and merchants are aware of this fact and have taken advantage of it, too, for The Enquirer's radio lineage has always led in the Cincinnati field.

Why not, Mr. Advertiser, profit from their experience and offer your merchandise through the medium that Mr. Cincinnati Radio Fan claims as his own—The Enquirer?

I. A. KLEIN
New York Chicago

THE CINCINNATI
"Goes to the home,"



R. J. BIDWELL CO.
San Francisco Los Angeles

ENQUIRER
"stays in the home"

Conditions Barometers for The Dallas Market



Check transactions of Dallas banks are up, by the last report, 4.6% over a year ago.

Dallas department store sales for the year, to August 15, are up 2% over the same period last year.

Automobile registrations for the half-year showed strong gains and exceeded by several thousand the full-year registrations of 1924.

Crop totals other than cotton for the Dallas territory substantially exceed those of last year. The cotton crop will be about the same as last year, with good and firm prices prevailing.

Savings deposits for Dallas, as of July 31, were up 7½% over a year ago.

Building permits, 7 months of 1926, declined about 30%

from the tremendous figures of 1925.

Postal receipts for the same period were up about 10%.

* * * *

National advertising lineage in The Dallas News, through August, increased by 231,500 lines.

In The Dallas Journal it increased by 148,000 lines.

The third paper's increase was 41,000 lines.

The fourth paper's increase was 66,000 lines.

* * * *

Advancement and improvement in almost every detail.

Where is there a more desirable market for *immediate* attention than this?



The Dallas Morning News The Dallas Journal

an optional advertising combination

an ultra conservative in his mode of living, as closely bound to habit and custom as any man in Europe. Then the advertiser threw overboard his American arguments and began speaking as a Frenchman. He called attention to how ridiculous a man looks pulling an old-fashioned shirt on or off his head, its sleeves flapping like those of a scarecrow—and shirt buyers began to reflect. It is a French trait to dislike to appear ridiculous."

The Kodak, the Palmolive, the O-Cedar, the Ford companies—just to mention a few among many—are using successfully the straightforward selling type of message. Incidentally, Kodak found that in Paris they could not demolish the barrier of a higher price than prevailed for Continental films and cameras by sticking to conventional methods of distribution. So they started a chain of their own stores for sales and service. As the independent dealers found that these stores were successful, and that good salesmanship could sell a higher priced product, they fell in line, and now one sees very little evidence of competitive products.

I mention this not as something that other American firms should and must do, but only as an example of the tenacity and adaptability required to capture this difficult market. Ford advertising is different from the Ford advertising at home. Here the car is played down, and the advertisements develop the themes of convenience, pleasure, etc., of a car for the family.

Apropos of that, J. M. Handley, of Erwin, Wasey and Company, who has seen many American products launched on the European market, says, "One common mistake made by Americans entering Europe is to want to start in doing that which they are now doing in the United States with their advertising, forgetting the fact that what is being done today is very different from what they had to do in America when they were pioneering. They take it for granted that everybody over here knows all about the product; so they want to advertise according to latter-day methods, ignoring the necessity of laying solid foundations."

Steady, Consistent Growth

Sales Management

Member: Audit Bureau of Circulations
and Associated Business Papers, Inc.

Date of Issue	Subscription Rate	Net Paid Circulation	Advertising Rate—Page
December 1918	\$2.00 a year	2,200	\$30
December 1919	\$2.00 a year	5,245	\$50
December 1920	\$2.50 a year	6,007	\$75
December 1921	\$3.00 a year	5,398	\$75
December 1922	\$3.00 a year	8,239	\$75
December 1923	\$3.00 a year	11,359	\$125
December 1924	\$3.00 a year	12,493	\$150
December 26, '25	\$4.00 a year	12,995	\$160

Average Net Paid Circulation for
six months ending June 30, 1926 **13,453**

Average Gross Circulation for
six months ending June 30, 1926 **14,372**

ADVERTISING RATES

In Effect Since January 1925

Space	Single Insertion	Thirteen Insertions	Twenty-Six Insertions
Full Page	\$160	\$150	\$140
Two Columns	125	115	110
One Column	70	65	60
Half Column	35	33	32

THE DARTNELL CORPORATION, *Publishers*

19 West Forty-Fourth Street
NEW YORK CITY

4660 Ravenswood Avenue
CHICAGO

146 King Street West
TORONTO

Says Professor Ripley Doesn't Know Legal Status of Trade Commission

Proposals Concerning Corporate Statements Branded as Illegal and Constitutionally Absurd by Legal Authority

By Gilbert H. Montague
of the New York Bar

FRIENDS of Professor Ripley, who sympathized last year with his criticism of non-voting shares of stock, and who now hold with him that corporations whose stock is widely owned by the public, and dealt in on the Stock Exchange, should publish financial statements which fairly and adequately show their operations and financial condition, must be dismayed by Professor Ripley's importunate demand that this policy should be compulsorily enforced by the Federal Trade Commission, and by his surprising assumption that the commission has unquestioned legal power to coerce any corporation engaged in interstate commerce into adopting such form of financial statement as the commission in its discretion may prescribe.

Can it be that Professor Ripley is unaware how frequently the courts have checked the commission's exercise of this power against corporations engaged in interstate commerce, even in instances where the commission's exercise of this alleged power was far less extravagant than Professor Ripley now proposes?

Decisions to this effect have been rendered by federal courts throughout the United States in September, 1919; April, 1920; March, 1922; October, 1922; November, 1922, and January, 1923, and by the Supreme Court of the United States in March, 1924, and March, 1925. The authority of the unbroken line of cases has not been

ALTHOUGH there has been an avalanche of comment of Professor Ripley's proposal that the Federal Trade Commission regulate the issuance of financial and earning statements of large corporations, most of the commentators on the proposal have failed to grasp the phase of the situation covered by Mr. Montague in this article.

No one doubts the wisdom of greater accuracy and honesty in the statements of certain corporations whose stock is widely held by small investors, but to invite the government into another paternalistic enterprise is rankst folly and illegal, as well, asserts Mr. Montague.

challenged by a single decision to the contrary.

"Imagination," said a federal district court in September, 1919, "cannot suggest such an extension of constitutional limitation as may justify the investigation undertaken by the commission in this case. Indeed, so far as the matter has been brought to the attention of the court, no such assertion of power has ever been made to the courts.

"If it (the Federal Trade Commission Act, on which Professor Ripley relies) really means that, whenever the commission thinks best to make an inquiry into the way in which some great department of commerce is carried on, it may send its employees into the office of every private corporation which does an interstate business in that line, and empower them to go through the company's books, correspondence, and other papers, I am satisfied it goes beyond any power which Congress can confer, in this way at least."

What Professor Ripley assumes to be an unquestioned right of the commission has been uniformly

denied by the courts because, under the Constitution of the United States, "the visitorial power of the federal government . . . over private corporations must be restricted to activities of an interstate commerce character" and "we must presume that Congress did not intend by this legislation to invade the field reserved under the Constitution to the several states by interfering with transactions in intrastate commerce."

"The mere facts of carrying on a commerce not confined within state lines and of being organized as a corporation do not make men's affairs public, as those of a railroad company now may be," said Mr. Justice Holmes, speaking in March, 1924, for the unanimous Supreme Court. "Anyone who respects the spirit as well as the letter of the Fourth Amendment would be loath to believe that Congress intended to authorize one of its subordinate agencies to sweep all our traditions into the fire We do not discuss the question whether it could do so if it tried, as nothing short of the most explicit language would induce us to attribute to Congress that intent. The interruption of business, the possible revelation of trade secrets, and the expense that compliance with the commission's wholesale demand would cause as the least considerations We cannot attribute to Congress an intent to defy the Fourth Amendment or even to come so near to doing so as to

(Continued on page 592)

INDEPENDENCE

INDEPENDENCE of spirit never fails to be recognized, whether in a newspaper or in an individual. By the way a man talks, acts and speaks the whole world knows whether he is captain of his own soul. *And similarly, by the very content of a newspaper, in its editorial opinion and its treatment of news, all who read may easily know whether that newspaper is the product of independent editing or whether it is guided by an unseen hand.*

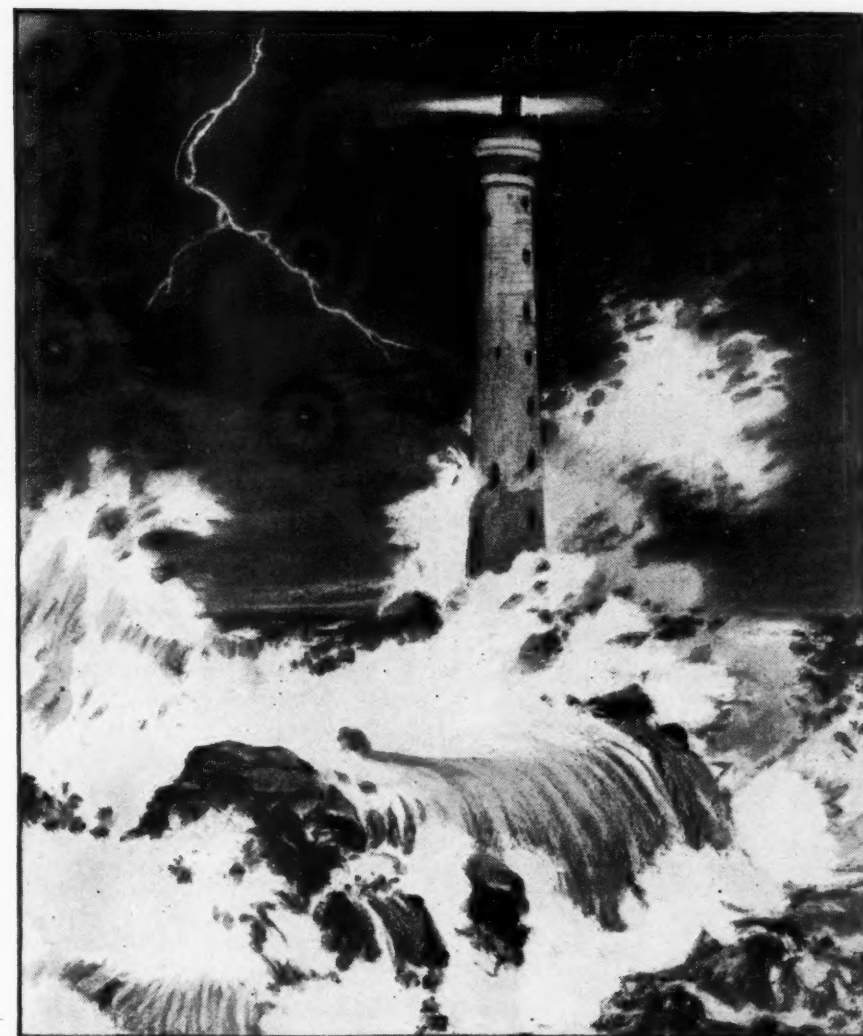
RECOGNIZING that independence is the very foundation stone of successful journalism, the Scripps-Howard organization leaves to the individual editors of its twenty-four newspapers complete control of what appears in their columns. *They are responsible only to the traditions of honest, fearless journalism on which these newspapers were founded.*

ON THIS independence has been built the confidence of more than a million and a half families in twenty-four cities throughout the United States. In Scripps-Howard newspapers they find that spirit which reflects the life and ideals of their own communities, the sane and liberal attitude toward national policies, a freedom from log-rolling, and an absence of hidden motives.

THIS editorial independence, by its very nature, must of necessity be



SCRIPPS-HOWARD



based upon financial independence. The Scripps-Howard newspapers are completely owned within their own organization. But more than that: the editor of every Scripps-Howard newspaper is a partner in the ownership of his paper. Financial independence of each Scripps-Howard newspaper is a guarantee against outside influence.

THE conduct of Scripps-Howard newspapers since 1879 has proved conclusively that independent journalism, rightly conducted, can be a stable and prosperous institution. Scripps-Howard newspapers have grown, are growing, constantly in power, influence and circulation.

SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

MEMBERS OF THE UNITED PRESS

Cleveland (Ohio) - - PRESS
Baltimore (Md.) - - POST
Pittsburgh (Pa.) - - PRESS
San Francisco (Calif.) NEWS
Washington (D. C.) - NEWS
Cincinnati (Ohio) - - POST
Indianapolis (Ind.) - TIMES
Denver (Colo.) - - EXPRESS

Toledo (Ohio) - NEWS-BEE
Columbus (Ohio) - CITIZEN
Akron (Ohio) - TIMES-PRESS
Birmingham (Ala.) - POST
Memphis (Tenn.) - - PRESS
Houston (Texas) - - PRESS
Youngstown (Ohio) TELEGRAM
Ft. Worth (Texas) - PRESS

Oklahoma City (Okla.) NEWS
Evansville (Ind.) - - PRESS
Knoxville (Tenn.) - NEWS
El Paso (Texas) - - POST
San Diego (Calif.) - - SUN
Terre Haute (Ind.) - POST
Covington (Ky.)
KENTUCKY POST*

Albuquerque (N. Mex.)
STATE-TRIBUNE
*Ky. edition of Cincinnati Post.
ALLIED
NEWSPAPERS, Inc.
National Representatives
250 Park Ave., New York, N. Y.
Chicago Seattle Cleveland
San Francisco Detroit
Los Angeles

A·B·C·Week
Chicago
Oct.18 to 23

The 13th Convention
of the

A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel LaSalle
Chicago

October 21st & 22nd
NINETEEN · TWENTY · SIX

Divisional Meetings - Oct. 21st
Annual Meeting - Oct. 22nd

The **Annual Dinner**

will be held on the night of
October 22nd
at the

Hotel LaSalle
Make Reservations Early



Window Display Contests That Keep the Sales Curve Climbing

Gold Medal Camp Furniture Company Introduces New Item and Builds Mailing List Through Annual Dealer Competition

By Will Whitmore



windows. So by using the window display contest we were able to introduce our junior set on the market in a new way, and at the same time afford many dealers a chance to use window displays. The new item made

Windows like these which were entered in the 1926 window display contest have helped to maintain a 20 per cent annual increase in sales for the Gold Medal Camp Furniture Company in the face of growing competition.

DURING the thirty-eight years that the Gold Medal Camp Manufacturing Company of Racine, Wisconsin, has been engaged in the manufacture of folding camp furniture, it has enjoyed a yearly increase in business of 20 per cent. But in the latter years competition began growing at such a rapid rate, this 20 per cent increase was threatened. One of the means used to maintain growth at this rate was dealer window display contests.

The first window contest, in which 507 dealers throughout the country contested, was held in the summer of 1925. In this year's contest, 660 dealers participated, every state in the Union being represented.

"By using the window contest plan we were able to kill several birds with the same stone," states an official of the company. "We worked both ends from the middle. We had a new number in our line to introduce. This number being more or less a novelty, we wanted



some striking way of introducing it to the dealers and their customers. The new item was what we call our junior set, consisting of a chair, a table, cot, and stool made three-quarters the regular size and designed for children. It had been originally made up as a special order from Harold Lloyd for his child. The set proved popular, so we decided to put it on the market.

"Now one of the chief drawbacks our dealers find in displaying our merchandise is lack of window space. We saw that the junior set being much smaller than the regular equipment, would serve admirably for window displays in small

it possible for dealers to display our line, and the window display helped put over the new item.

"Another purpose of the window display contest was to get more names of dealers on our mailing list. We did this by appealing to our distributors. We had a dealer list of more than 29,000 names, but we wanted more. We appealed to the distributors with the argument that the greater number of their dealers using window displays, the greater the increase in their business, and that it would pay them to send us the names of all their dealers using our line so that we could send them announcements

of the contest. We received more than 3,000 new names from our distributors in this way. We circularize our dealers eight times a year."

This year the second annual contest was announced with two pamphlets and three follow-up letters. The first pamphlet was mailed March 4, and a second mailing of the same pamphlet followed April 8. June 14 the second pamphlet announcing the contest was mailed. Within this period the two follow-up letters were sent. In each mailing a return card was enclosed for enrollment in the contest.

Rules of the Contest

The junior set, retailing at \$11.50, was made the merchandise prize and was given free to every qualified contestant. This set was sent to the dealers as soon as their enrollment cards were received so that the sets could be used in the window displays. Their accounts were charged with the sets until they qualified as a contestant, at which time the dealers were either credited with the amount of the set or sent checks.

To qualify as a contestant the dealer was required to send a photograph of his window from which the prize awards were made. One rule of the contest was that the dealer must have in his window a special window strip furnished by the company and that this paper strip must show in the photograph of the window. This rule was made further to advertise the Gold Medal line and as a means for showing that the window was a new window. This kept dealers from sending in pictures of windows used years before. The dealer was also required to keep the window in for at least one week. No other regulations were made except that the window should not contain competitive merchandise. Dealers were urged to use allied products as a means of decorating the windows. The duration of the contest was from April 1 to August 15.

Besides the junior set merchandise prize which was given to every qualified contestant, the money prizes were as follows: grand prize, \$100; second prize, \$75; third prize, \$35; fourth prize, \$25; fifth

prize, \$15; and four of \$10 each, making a total of \$350.

After a check of last year's contest it was found that money awards were much more desirable than any other kind of prize. It was also found that in most cases the prizes were given to the window trimmers who decorated the windows by the dealers. Because of this an effort was made to reach as many of the trimmers as possible and interest them in the contest. Over four hundred of the dealers' trimmers received all the announcements of the contest.

As soon as the enrollment card was received from a dealer, he was sent besides the junior set, two crepe backgrounds carrying the Gold Medal name, one crystal glass window sign, two paper window strips, and 750 mailing pieces and envelopes with the dealer's name printed on them ready to be mailed to his customers. No charge was made for this equipment and advertising material.

Besides the regular promotion work done to put over the contest, special effort was made to get good window distribution in territories where sales were below average.

In northern Wisconsin, for instance, sales were extremely low despite the fact that this territory is one of the best tourist sections of the country. Last year only eighteen dealers enrolled in the window contest. This year all salesmen of the distributor in the territory were furnished with the contest announcements and when they called upon their dealers they left these pamphlets and stressed the sales value of the window displays to the dealers. As a result eighty-three dealers in the territory enrolled in the contest this year, and a very substantial increase in sales was made.

As a sales stimulant in the two years that the window contests have been held, the results have far exceeded the hopes of the company. The 20 per cent increase in business has steadily been maintained in the face of ever increasing competition. Last year more than six thousand junior sets were sold, and had no special means of introducing this item been used, past experience shows that probably not more than a sixth of this amount would have been sold. This year's sales of junior sets have far surpassed last year's sales already.

Straws Show Prosperity in Air for Autumn, Says Dun's

THE expected Autumn broadening of commercial activities has begun to develop more fully, says a recent Dun trade report. It is extending through most channels of manufacture and distribution, and there is nothing in sight to give rise to apprehension of an early trade reaction, the report says. The Autumn sales outlook is described as "satisfactory."

There are, on the other hand, various constructive forces present which hold out the promise of a maintenance of wholesome progress over the last quarter of the year. The review adds: "Carloadings of the mid-western roads continue high. The boot and shoe industry is continuing its rapid recovery, while a leading department store executive in Chicago

predicted fall trade would break all previous records. Steel activity is high, with an unusually heavy rail program pending."

The United Business Service forecasts trade activity for October "slightly above" that of the same period in 1925. "With the record for 1926 business to date already high, the present outlook should make 1926, as a whole, a year of even greater prosperity than 1925—and this in spite of the somewhat spotty sales conditions throughout the country," it says. Industries which should offer the best prospects for industrial sales are: chemicals, electrical equipment, foundry products, iron and steel, paper and printing, petroleum refining, radio and railroad equipment, the report concludes.

Remington

TYPEWRITERS

A MACHINE FOR EVERY PURPOSE

*Celebrate Fifty Years of Progress
at the Sesqui-Centennial*

THE Half Century from the Philadelphia Centennial of 1876 to the Sesqui-Centennial of the present year constitutes a remarkable period in Remington Typewriter history.

It was at the Centennial fifty years ago that the Model 1 Remington, the first practical typewriter, made its initial public appearance. The machine was then a curiosity and visitors to the exposition purchased samples of its work for twenty-five cents apiece.

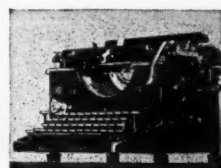
The period between these two great expositions has witnessed the conquest of the entire world by the writing machine and the Remington Typewriter today is a universal necessity of modern business and modern life. This great record of progress has been recognized in the designation of the Remington as the *Official Typewriter of the Sesqui-Centennial Exposition*.

The outstanding feature of the Remington Typewriter Line in this Sesqui-Centennial year is its universality—for it is the one typewriter line which includes *A Machine For Every Purpose*.

Remington Typewriter Company, 374 Broadway, New York
Branches Everywhere

Remington Typewriter Company of Canada, Ltd.

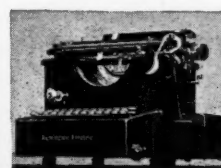
68 King Street, West, Toronto



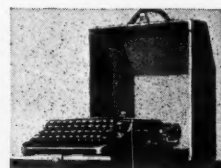
**STANDARD
TYPEWRITERS**



**NOISELESS
TYPEWRITERS**



**ELECTRIC
TYPEWRITERS**



**PORTABLE
TYPEWRITERS**



**TABULATING
TYPEWRITERS**



**ACCOUNTING
MACHINES**

Remington Typewriter representatives are more than mere salesmen. They are trained and efficient counselors, equipped to diagnose every office problem and to recommend just the right Remington machines for each requirement of any line of business.

Remington-made Paragon Ribbons and Red Seal Carbon Papers always make good impressions



Ready October 15th—

1927 Personal Record Book *for Sales Executives*

A PLACE for daily appointments, personal financial records, and other information an executive keeps combined with more than 200 pages of useful tables and data. Beautifully bound in black sheepskin and gold. Just the thing to present to a good customer as a tangible expression of your appreciation for his business.

Some of the New Features in the 1927 Book:

Text of the Uniform Sales Laws Governing Contracts
Legal Interest Rates, Exemptions and Limitations
Digest of Rulings Issued by Federal Trade Commission
Calendar of State Tax Returns and Corporation Reports
Population of Principal Cities—1926 Estimates
Cost of Doing Business—Six Principal Retail Groups
Cost of Doing Business—Principal Wholesale Groups
Conversion Table—Dollars into Pounds Sterling, 1c to \$1,000
Freight Rates from North Atlantic Ports to Principal Ports
Income Tax Tables—Showing Tax According to Income
Digest of the New Federal Income Tax Laws

Freight Rates from New Orleans to Principal Ports
Decimal Equivalents of Fractional Inches
Table for Converting Inches into Millimeters
Table for Converting Millimeters into Inches
Closing Dates and Type Page Sizes Principal Magazines
Advertising Volume Carried in 1925 by Principal Magazines
Price Range, Dividend Record and Yield of 100 Leading Stocks
Comparisons in Yield of Tax Exempt and Taxable Bonds
Air Mail Schedules for All Cities on Air Routes
Principal Warehouses in Different Cities with Railroad Connections
Large Map Showing Main Auto Highways as well as Railroad Connections

Sent on Approval: \$5.00 each; \$4.50 by the dozen; \$4.00 by the hundred

Name Stamped in Gold on Cover 35 cents

THE DARTNELL CORPORATION
4660 Ravenswood Avenue Chicago

Personal Sales: \$12,000,000 a Year

(Continued from page 504)

policy on the employees of Campbell-Ewald on what is known as the "salary deduction" plan; securing an ordinary life policy for Captain E. V. Rickenbacker, noted aviator; working out the details of the Book-Cadillac Hotel Guest Accident Policy, and so on.

How does he do it?

In order to understand his methods thoroughly, it is necessary to go back and hastily sketch his past experience.

Thomas left school at the age of 13 and went to work on a farm near Salisbury, Missouri, for eight dollars a month. At 15 he migrated to Chicago and obtained a job as label boy in a bakery at six dollars a week. Then he "did a trick" in the United States navy, almost became a pugilist, clerked in and managed a five-and-ten-cent store, and otherwise busied himself to make a living. Then an insurance salesman called on him, met with little success, and came again, accompanied by his assistant superintendent. The latter succeeded in selling Thomas a \$1,000 policy and told him if he would spend half as much time and energy in the insurance business as he was spending in the retail business, there would be no limit to what he could accomplish.

Thomas Learns Insurance

Thomas was favorably impressed by the suggestion and acted upon it, with the result that he earned \$64 the first week as an insurance salesman.

Thereafter Thomas worked for a number of different life insurance companies. He was a good salesman and was always successful, no matter with what company he was connected, but he was never satisfied.

"I finally located in Hartford, Connecticut," Thomas said, "where I had the title of superintendent of agents for a good company, with the privilege of writing life insurance between the acts, but writing life insurance turned out to be the whole act. During that year, I

paid for about \$700,000, but I was never at ease. I couldn't keep my feet on terra firma for more than five or ten months at a time. I didn't know what was the matter. Everywhere I went I heard figures, figures—never any real solution as to the proper methods of enlisting the interest of the public in our business.

"Then one day I went to see a banker," . . . and what happened there has already been related.

One Year's Production

Thomas attaches major importance to two facts that have been brought out in this sketch of his experience: to his having almost become a pugilist and to his having worked for so many different life insurance companies. His experience as a fighter gave him a degree of self-confidence that he had never known before, while his experience with a large number of life insurance companies familiarized him with the different kinds of policies, the different methods and practices, the different attitudes toward risks of certain kinds, and, briefly, the many differences of the different companies. This is of paramount importance in his present work, for he represents no one company, but places each policy to the client's best advantage.

After determining to become an insurance counselor, Thomas cast about for a good location and selected Detroit, where he came in 1921 and has remained. He "didn't know a soul" in Detroit, yet he succeeded in writing \$1,454,000 worth of business the first year, and the figures on his production each year since have already been quoted.

Thomas doesn't "beat about the bush," depend on influential friends, play the good fellow, or follow any other of the round-about methods which some think necessary for one to reach the big prospects and land the big orders. Nothing in all salesmanship could be simpler than his method of approach or his method of following up a prospect and putting through a transaction. He just goes to the prospect, states

his plan briefly, analyzes the client's insurance problems, and gives him expert advice. That is all there is to it.

"I am not an insurance salesman," he said. "I'm an insurance counselor. The insurance salesman works for an insurance company; I work for my client. I represent no company. I know all the insurance companies and I secure for my client the best policy on the market for him, regardless of what company issues the policy. I advise my clients on matters pertaining to life insurance, just as their attorney advises them on matters pertaining to law. Bear in mind that I am employed by my clients, and their interests—not the interests of any company, nor even my own personal interests—come first, last, and all the time.

"In approaching a client for the first time, I do so directly, state my proposition simply, ask permission to examine the policies he already holds, and go on my way. Then I make a thorough study of his case and make my recommendations accordingly."

Thomas' Sales Tactics

The prospect has everything to gain and nothing to lose by letting Thomas analyze his holdings, so he seldom refuses to do so. Once he has the prospect's policies in his possession, Thomas, with his intimate knowledge of the different companies and the different contract forms sees at once whether or not there is room for improvement on them.

In the meantime, he has his own physician examine the prospect to determine his exact physical condition and with this report before him, Thomas knows just what policy, with what company, is the best the market affords for this prospect.

Analyzing the client's life insurance needs is another important feature of Thomas' work and his ability to think in big figures in this respect is one of his chief assets. In the case of the Book brothers, for example, he knew of the big

developments they had under way, so he laid his plans, went to the brothers and presented them in a simple, straightforward way, and they told him to go ahead and see whether he could get the policies.

"Selling the Book brothers on the plan was the easiest part of the whole task," he said. "They are intelligent young fellows who appreciate the value of life insurance and after I had explained my plan, they were quite willing for me to go ahead. Getting the insurance wasn't so easy; it occupied some of my time every week for a year—but I got it."

Thomas has no patience with the plan of taking out one policy to cover the mortgage, another to cover a real estate deal, another for the business, another for the dependents, and so on; he analyzes all these details, then blankets the whole thing.

How Thomas Works

In analyzing a client's position and needs, Thomas is nothing if not ingenious and he has secured some interesting contracts as a result of this method of analysis.

In the case of Henry T. Ewald, for example, Thomas was working on the problem of how to get twice as much disability insurance for this client as had ever been issued to any one person. He finally conceived the idea that if Ewald should be absent for one month or two or even three, the business could get along very well without him; then he obtained a disability policy carrying a \$5,000 a month income, effective only after three months' disability. In this way, he not only got the big policy, but got a lower rate than usual.

Later he "sold" Ewald on the plan of taking out group insurance for the company's employees and paying half the premium for them, thus making their policies practically an investment for them after the first couple of years, because the policies then have a cash surrender value equal to or more than the employees themselves have paid on them.

Both of these Campbell-Ewald policies were precedents in the insurance field.

Still another precedent which this young counselor has set is that of insuring all guests of the Book-Cadillac Hotel. The idea originally was conceived by Roy Carruthers, president of the hotel, but Thomas worked out the details and underwrote the policies. The plan provides accident insurance in the amount of \$5,000 in case of death or disability and \$25 a week for one year in case of less serious injury for 48 hours after each guest leaves the hotel.

Another place where the counselor's real service comes in is in the handling of substandard cases. Some companies are rigid on some kinds of risks, liberal on others, depending largely on the personal opinion of the medical directors. Thomas knows that a client who shows a trace of albumen, say, would be rejected outright by one company, given a "mortality loading" by another, and accepted as standard by another. The difference means a difference of several dollars a thousand in the premium which, on a large policy, over a period of years, amounts to a large sum. Thomas has had his doctor examine the prospect and discover the trouble before any company doctor gets a chance at him. He then applies for a policy with the company he knows to be most liberal in accepting risks on albumen, heart, lungs, arteries, or

whatever the trouble. Inasmuch as a large percentage of his clients are men who have reached or passed middle age—men who have made their success—it is to be expected that many of them be impaired in one form or another and he is often able to save them many thousands of dollars in premiums. A "mortality loading" of \$20 a thousand, for example, on a million dollar policy, with an expectancy of 20 years, would total \$400,000.

This, it should be emphasized, is not a matter of trickery, or putting something over on the insurance companies; it is merely a matter of knowing the policies of the different companies and getting the best possible rate for the client. Thomas takes the position that every person should be able to buy life insurance, no matter what his condition; paying more, of course, where the risk is greater; and he has done perhaps more than any other one man in making insurance available for substandard applicants.

Thomas is now just 34 and until this year had never found time to play. He is just learning to play bridge, he says, plays golf very poorly, and takes little interest in sports other than boxing. He says he's trying to take a vacation this year, but is doing a poor job of it because his clients' interests require considerable attention, even when he isn't working.

General Motors Forms New Subsidiary

A NEW subsidiary of the General Motors Corporation, to be known as the Frigidaire Corporation, has been incorporated to take over the distribution and sale of the electric refrigerators manufactured by the Delco-Light Company. This subsidiary has been created to segregate the electric refrigerator from the electric light plant business of Delco-Light.

Permanent officers and directors of the Frigidaire Corporation will be virtually the same as those of the Delco-Light Company, which is headed by E. G. Biechler, president and general manager, with headquarters at Dayton.

According to A. F. Sloan, Jr., president of General Motors, the tremendous growth of the electric refrigeration industry and the encouraging prospects for the future of the business, make the separation of the two enterprises desirable. "The Delco-Light Company will continue to manufacture and sell electric farm light and power plants and water pressure systems," he announces.

Frigidaire and Delco-Light manufacturing operations are to be separated under the new plan. Delco-Light will be provided with the new factory space, leaving Frigidaire the present plant.



Printed Things



A DEPARTMENT DEALING WITH THE PREPARATION
AND DISTRIBUTION OF BETTER SALES LITERATURE

OCTOBER 2, 1926

A "Production" With a Sales Plot

"WASTED Hours" is the title of a booklet issued recently by Philip Ruxton, Inc., which shows how nearly a piece of printed sales literature can approach an actual "movie" production. This booklet, the second mailing of a four-mailing campaign to introduce a new printing ink, not only carries the bulk of the sales message in picture, but it has continuity and action which are suggested by the moving picture style in which the story is carried along. A feature of this booklet is the striking use of black

and white. In all the sales literature of the past year, it would be difficult to find a better example of the possibilities of black and white. One reason for this, of course, is that the captions for the illustrations and the running dialogue are printed "in reverse," with the lettering in white on a solid black background.

The effect of continuous film is created by showing the lower edge of each illustration at the top of the page, suggesting that the film is in a continuous strip and has just been cut at that point. The idea is carried out completely, even to the perforations at the sides of the film.

Another advantage of the booklet is that it provides an excellent example of the working qualities of the product. Since this, in itself, is a black ink, it is obvious that the manufacturer had every-

thing to gain by showing off his product to the very best advantage as proof of the pudding. Since the booklet had to be in black and white, the most was made of the opportunity to show just how much could be accomplished with a single color and the gradations in shades of that color which are possible through the proper engravings.

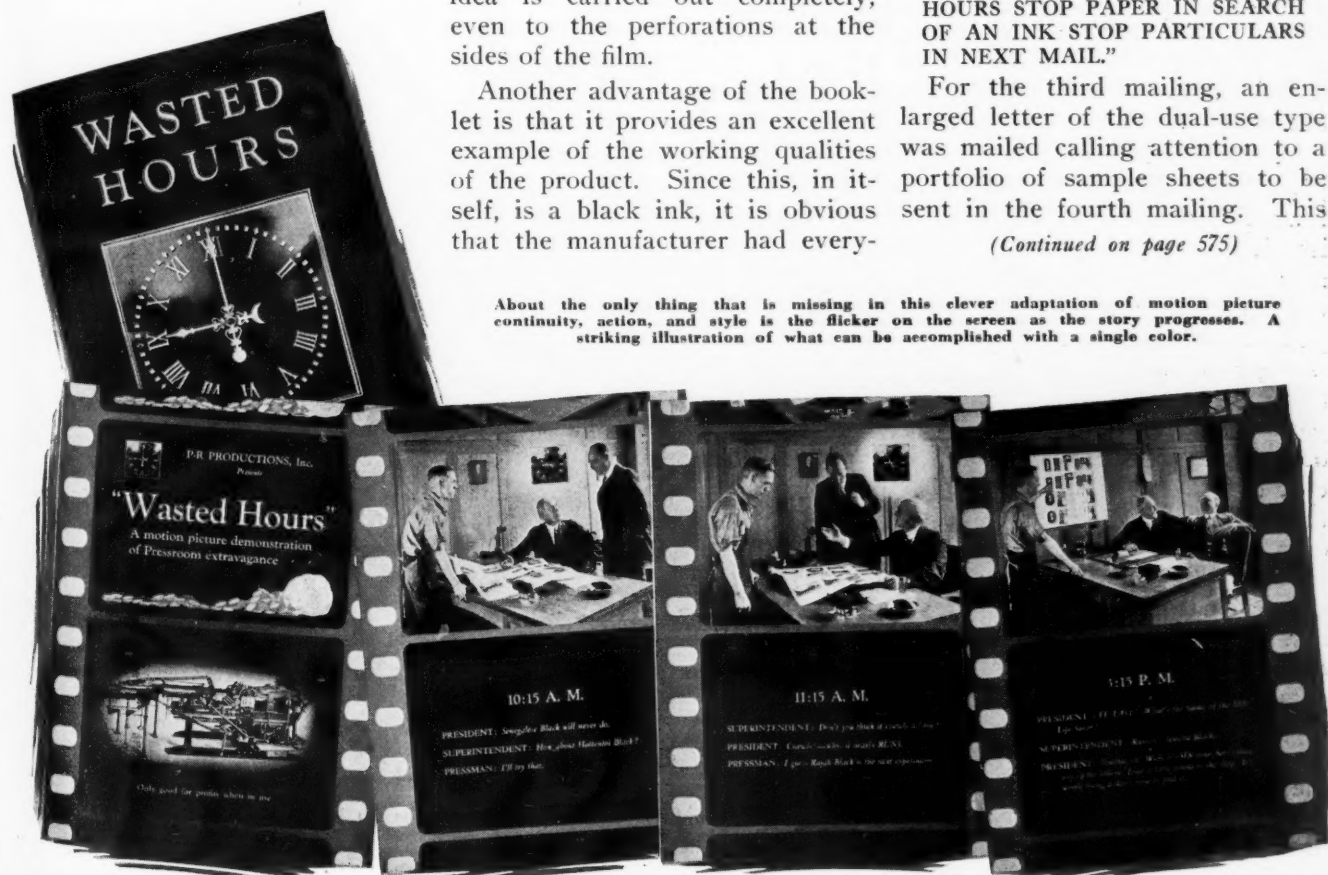
"Wasted Hours" was preceded in the mailing schedule by a giant telegram of a mysterious character with the following message:

"LOOK OUT FOR WASTED
HOURS STOP PAPER IN SEARCH
OF AN INK STOP PARTICULARS
IN NEXT MAIL."

For the third mailing, an enlarged letter of the dual-use type was mailed calling attention to a portfolio of sample sheets to be sent in the fourth mailing. This

(Continued on page 575)

About the only thing that is missing in this clever adaptation of motion picture continuity, action, and style is the flicker on the screen as the story progresses. A striking illustration of what can be accomplished with a single color.



Get the Retailer's Windows In the Picture

TOO many advertising programs give the retailer's window the poorest place on the bill and it is little wonder, therefore, that the dealer audience frequently shifts its feet, yawns and stretches, or goes out for a short smoke while the act is on. The difficulty in many cases lies in the fact that the dealer cannot understand the relationship of the material that is sent him for window and counter display to the newspaper and magazine advertising or outdoor poster displays which are being used.

A giant reproduction of the current magazine advertisement for use as a window poster by dealers is perhaps the easiest and least expensive way out of the difficulty, but this plan has been used so widely that it offers no new appeal. There are untouched possibilities ahead for the advertiser who will add the valuable acres of display space in retailers' windows to the carefully tilled spaces used in magazines and newspapers, and increase "crops" accordingly.

P. Lorillard Company successfully follows this practice in its advertising on Helmar cigarettes. In the advertising campaign on this product, the specific plan is to unify all point-of-sale pieces, namely, window displays, posters, etc., that are used in the retailer's windows or on the counters, so that they tie up with the national advertising. Sometimes idea behind the campaign gets its start from proposed window display material and, on the other hand, the national campaign provides the motif for the display pieces. In

both instances, the appeal is standardized and unified throughout.

In the Helmar campaign, for instance, the dominant suggestion is: "Meet Helmar, the queen of Turkish cigarettes." This is carried out in the display material as shown by the exhibit accompanying this article. These pieces include a 24-sheet poster, a window poster, three-panel window display piece, display card 22 x 21 inches, and a one-sheet poster. The window poster and the 22 x 21 display card are also used as car cards wherever possible.

Thus, the message that meets the eye of the magazine or newspaper reader and plants the buying germ is repeated at the point of sale and reminds him again of the

product at that crucial moment when the hand reaches for the change pocket and the clerk asks, "What brand?"

Any advertising plan that is of sufficient merit to warrant the use of space in national publications is good enough to carry to the most distant corner of the retailer's store. Why not cash in on the value of constant repetition and carry the same message in the same style in the display material that is provided at the point of sale instead of planning these dealer helps as entirely separate and unrelated entities which are, under these circumstances, merely afterthought or echoes of the "big push"?

Eaton, Crane and Pike Company have, in former years, created a reason for their window display advertising and a reason for the dealer to use it by tying it up with National Graphology Week as well as with the company's products and its national advertising program. The display was furnished to dealers who purchased certain quantities of stationery which were featured during this week by means of an offer to provide a character reading of the buyers. The point is that this display piece had a definite part to play and a specific place in the advertising program. It was not turned out at the urgent request of a few salesmen who asked the factory to send "something for the dealers' windows."

During other seasons of the year, this display is used as a medium for securing business from new accounts by offering it



This window display panel is worthy of emulation because it carries a sales message in word and picture which can be grasped easily and quickly. It provides the retailer and his clerks with a sales argument on stationery and it suggests to the buyer a reason for buying better quality, thus doing double duty. A dealer help that actually helps.

free with an assortment of writing papers recommended to the dealers by the sales department as a suitable stock.

There are many methods open to all advertisers for getting dealers to use display materials that are furnished to them. These will be outlined in a future article in this series. Before this problem is tackled, it will pay the advertiser to analyze his campaign in publications and then plan his point of sale advertising so that it will focus the appeal on the buyer in the most effective manner at the spot where the sale is made and the product passes into consumption. Most retailers are looking for selling aids that actually help to sell. I do not blame some of them for refusing to clutter up their windows and stores with meaningless posters, cut-outs and doo-dads which might have been effective selling aids if sales power had been created in them.

Bright dabs of red, orange, or blue, pretty faces or beautiful scenes in many colors, beautifully reproduced are mighty useful tools, perhaps, in attracting attention, favorable and otherwise, to counter and window displays. But, once the attention is caught, give thought to the message which you expect will hold it while interest is transformed into action.

By giving more thought to the development of effective dealer display material, we do not mean paying more attention to the art treatment solely. One of the chief disadvantages of the enlarged magazine advertisement in poster form is that it is only a magazine advertisement, after all, and in most cases contains altogether too much type matter to enable the buyer to read it at a glance.

Posters and display pieces such as those shown on these pages illustrate the value of keeping the sales message brief. It requires careful thought and study to boil down sales arguments into a few words, but the effort is worth while if you want your displays to become more effective. Buyers are in too much of a hurry, as a rule, to stop and strain their eyes trying to read small type on display cards and posters. The outdoor painted



An example of how display material can be unified to carry the dominant idea behind an advertising campaign to the point of sale. Constant repetition has a well known value which is sometimes forgotten in a scramble for new ways for expressing old thoughts and for developing new angles of sales appeal.

sign and poster advertisers found this out long ago.

Another lesson that can be learned from outdoor advertising is that of making the illustration carry the bulk of the story. A word or two to clinch the point and the message is read quickly as you spin along boulevard or country road.

All this takes time and thought and effort. Just because your appropriation for window displays and posters for dealers' stores may be relatively small in proportion to your total advertising outlay is no real excuse for slighting this branch

of your advertising campaign. When dealer helps are hooked up with the national campaign and with the product, and when they are made of real help to the dealer at the point of sale, the results they produce will more than pay for the extra time and patience that is spent on them.

It is no problem at all to get retailers to use dealer helps that really help. It all comes back to the question of knowing what you are trying to do before you attempt to do it. If you do, the answer is easy.

A Campaign That Doubles the Order

A DIRECT mail campaign consisting of three letters and one enclosure has enabled salesmen for the Great Northern Life Insurance Company to double the amount of the average insurance policy written by them. The simplicity of this campaign and the working arrangements needed to start it and keep it moving offer many suggestions for use in other lines as a means for paving the way for salesmen and increasing their volume.

John Hall Woods, advertising manager of the company, who planned and directed the campaign, states that his records show that salesmen who have furnished names of prospects for the mailings and then followed them up in accordance with the campaign schedule show an average of 100 per cent

increase in the amount of insurance sold to these names in excess of the general average for the

entire sales force. In other words, where the average "cold" case would show an average sale of a \$2,500 policy, those cases on the mailing list which were followed up by the salesmen and sold, showed an average policy written of \$5,000.

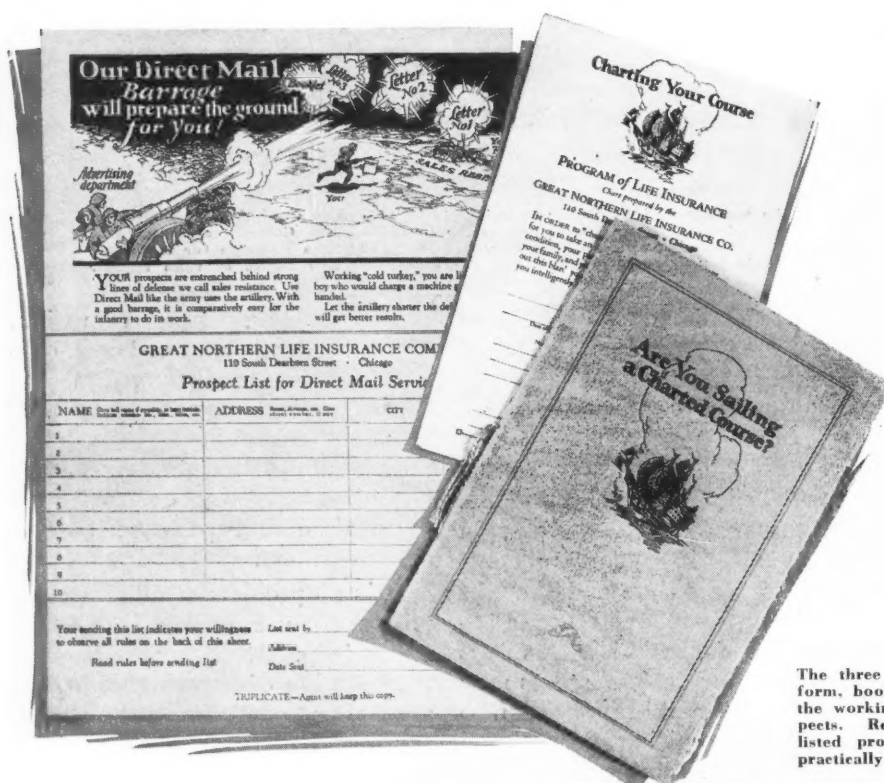
In checking over the records with Mr. Woods, it was found that the average total sales for each list of ten names were approximately \$10,000, or an average for each name of \$1,000. In many cases, this was covered by a single policy for this amount, but by applying the law of averages, the figures indicated that each name sent in was worth \$1,000 in total sales to the list in which it appeared.

The campaign consists of a letter offering a booklet on insurance entitled "Are You Sailing A Charted

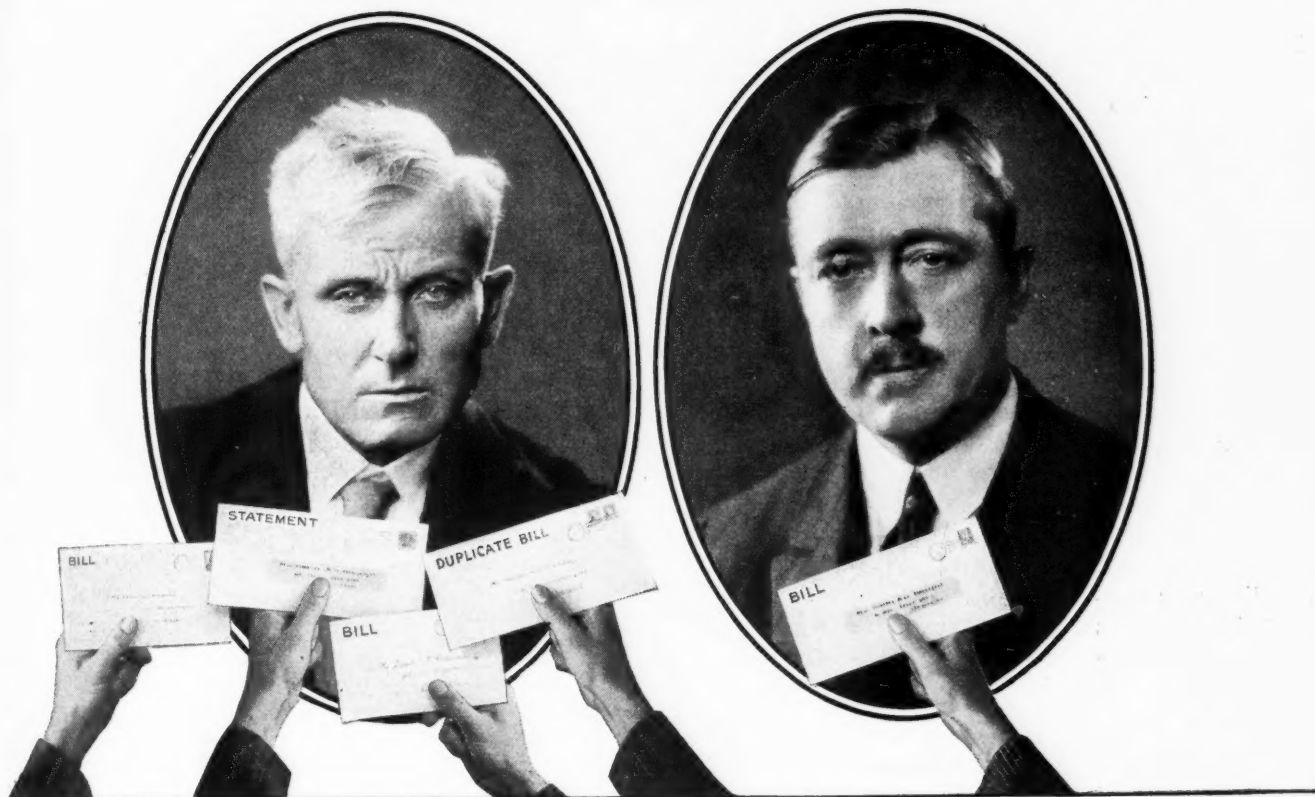
Course?" followed up by two letters at intervals of a week. The second letter is merely a follow-up for the first and makes a second request for the prospect to ask for the booklet. If no reply is received, the third letter is sent together with the booklet without any further attempt to arouse a nibble.

When the booklet is mailed either in response to a request from the prospect or in connection with the third letter, the salesman is notified. He must then call upon the buyer within a week, at which time he brings with him the blank entitled "Charting Your Course," which he uses as the basis for his introduction and also for

(Continued on page 576)



The three letters illustrated above and the mailing list form, booklet, and analysis sheet on the left constitute the working tools of this campaign to insurance prospects. Results show that the average policy sold to listed prospects who receive the advance mailings is practically double the average policy sold without them.



Does the customer who owes you money get the most attention?

ARE you spending most of your postage on your slow-paying customers? A merchant who runs a large retail store overheard one of his best customers say, "All I ever get from those people is a bill."

The merchant investigated.

He found that the customers who were rated *pp* (prompt pay) received one communication from his store per month, that customers not so prompt received bills and statements more frequently, and that those who were very slow pay received the most attention of all.

He was spending money for postage in direct relation to the lack of desirability of the customer.

That has been changed. His printer has helped him change it. The prompt payer now gets more mail from this store than the slow payer. The good customer gets opportunities to be a better customer.

The good customer receives booklets, circulars, announcements, illustrated letters, all kinds of store news, that keep him and his family interested in this store where they have formed a habit of buying.

Direct advertising is making this

"All I ever see from those people is a bill" is a criticism of your business that your printer can help you correct

store a part of its customers' daily lives, a ministrant to their daily needs. And this principle applies to other businesses besides the retail.

Do your good customers hear from you as frequently as your poor customers?

Better Paper and Better Printing will make your good customers better customers. Printing can bring you more customers. If you don't know a good printer, it will pay you to know one.

To sales managers, advertising men, printers, and buyers of printing

What to say in your direct advertising and how to say it is outlined and illustrated in a series of books now being issued by the S. D. Warren Company. Any paper merchant who sells Warren's Standard Printing Papers will be glad to put you on his mailing list to receive them. Or you can write us direct, stating, if possible, the particular problems of direct advertising wherein we can be of help. S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.

WARREN'S

STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding

(better paper ~
better printing)

Repetition as an Aid to Emphasis

IT IS more than likely that many advertisers fail to extract the last ounce of benefit from certain magazine and newspaper advertisements and direct mail pieces because they stop using them too soon. This, no doubt, is due to the fact that new appeals are constantly being sought and there is a tendency to keep changing rather than to stick to those which stand out as being unusually productive.

An interesting experiment along this line was conducted some years ago by the Square D Company. A broadside introducing a new product in the line proved to be very resultful in the way of orders. Six months after the broadside was first mailed, an exact duplicate was again mailed to the same list. The results were within a few dollars of the business produced by the first mailing. It proved that an appeal that worked once would work almost equally well for a second mailing.

The "New York Sun" has carried the idea a little further by using a mailing campaign of six pieces and then combining all six into a booklet, thus building up a cumulative effect and then cashing in on the convincing evidence produced by combining the six mailings into a single booklet.

The purpose behind the campaign and the results it produced are best explained by George Benneyan, manager, promotion and research department, The Sun, who writes as follows:

"'Six Facts' had a very definite mission. It was sent out to

impress advertisers and prospective advertisers with the effectiveness of The Sun as a medium through which to develop the sales opportunities in New York. This, of course, is not a new contention or a new message as far as newspaper promotion is concerned. But the evidence used to support the contention was in this case brand new and full of importance. The message entrusted to 'Six Facts'—the

broadcast first through paid newspaper advertising. At the end of each of the last six months of 1925—the six months in which it led the field of New York evening newspapers—The Sun ran a page ad in a large number of newspapers throughout the country, calling attention to the value of the advertising columns of The Sun.

"The page advertisements were reprinted each month in booklet form and mailed to our entire list of advertisers and prospective advertisers. The monthly booklets were entitled 'Facts—Number One,' 'Facts—Number Two,' and so forth. At the end of the six months' period we felt that our message, based on leadership for six consecutive months, was so strong and so productive of results that we decided to collect all the six monthly ads, add an introduction and a conclusion and present them in one large folder, 'Six Facts.'

"We aimed to make this folder so attractive in appearance that it would not escape

the attention of those receiving it. We knew that a large percentage of direct mail matter is thrown into the waste basket with hardly a glance and we wanted to cut the percentage down and, if possible, to eliminate it.

"To make 'Six Facts' as arresting as possible, we used an unusual stock of paper, we selected unusual colors, employed an unusual method of printing, arranged the pages in an unusual way and gave the job to an unusually good printer.

(Continued on page 581)



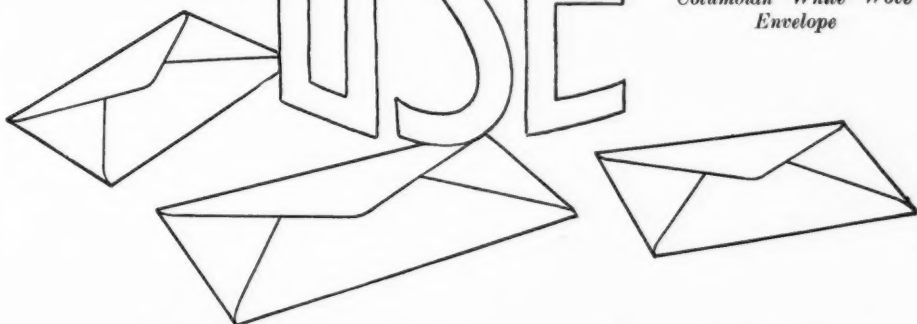
The six individual folders were mailed separately at monthly intervals. Then they were collected into a single booklet, made distinctive by the use of different colored paper stocks and a thumb index. Repetition cashed in on the cumulative effect of the individual mailings prospects had already received.

message of The Sun's remarkable growth in advertising and its assuming the leadership among New York evening newspapers—was the most important message which The Sun had had to give to advertisers up to the end of 1925. We wanted to get this message across as forcefully as possible, not because we wanted to boast of the achievement, but because we wanted to present the achievement as an indication of what The Sun could do for advertisers and in this way to get more business.

"The message was, of course,

USE

The maker's initials are
watermarked in every
Columbian White Wove
Envelope



The envelope that satisfies your fingers and your eyes



Are you sure it pleases the fingers and the eyes of
the man at the *other* end of its journey.

A fresh new envelope is like a new suit of clothes
—pretty sure to feel and look spruce and smart.

Just as the test of the suit is in how it wears, so
the test of the envelope is how it looks when it
“gets there.”

A WHITE wove envelope, the kind that
always seals without trouble, is, with-
out a watermark, something of a mystery.

Fresh from the box, it may look fine
and feel crisp. But only the test of the
mail will tell how good it really is.

The world's largest manufacturers of
envelopes have now made it possible to
remove all the uncertainty from envelope
buying. They have in fact created a stand-
ard in white wove envelopes.

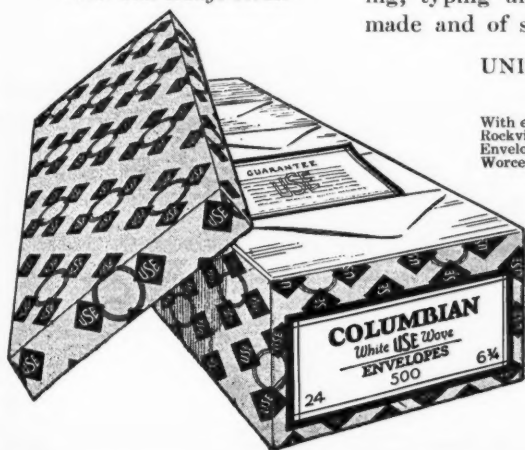
Columbian White Wove Envelopes, of
good substantial quality, excellent print-
ing, typing and writing qualities, well-
made and of stylish cut, are now water-

marked with the manufacturers' initials,
USE.

You can buy Columbian White Woves
with certainty that you are getting reliable
quality at moderate cost. You can be sure
that the seams won't open under the pun-
ishment of the addressing, stamping and
sealing machine, or the ordeal of the
journey through the mails.

Columbian White Woves are made in all
commercial sizes from No. 5 to 14 and
Monarch. If your printer cannot supply you
write the United States Envelope Company,
at Springfield, Mass., and you will be put
in touch with a nearby distributor.

The attractive brown box with the
USE all-over design, doesn't
soil or show dust. The label is
white, with orange border



UNITED STATES ENVELOPE COMPANY. Springfield, Massachusetts
The world's largest manufacturers of envelopes

With eleven Divisions covering the country: Worcester, Mass., Logan, Swift & Brigham Envelope Co.;
Rockville, Conn., White, Corbin & Co.; Hartford, Conn., Plimpton Mfg. Co.; Springfield, Mass., Morgan
Envelope Co.; Waukegan, Ill., National Envelope Co.; Springfield, Mass., P. P. Kellogg & Co.;
Worcester, Mass., Whitcomb Envelope Co.; Worcester, Mass., W. H. Hill Envelope Co.; Indianapolis,
Ind., Central States Envelope Co.; San Francisco, Cal., Pacific Coast Envelope Co.;
Philadelphia, Pa., Monarch Envelope Co.

COLUMBIAN White USE Wove ENVELOPES

AMERICAN PHOTO-ENGRAVERS ASSOCIATION



LOUIS FLADER
Commissioner



V. W. HURST
First Vice-Pres.



M. C. GOSIGER
Second Vice-Pres.



OSCAR F. KWETT
Secretary-Treasurer



E. W. HOUSER
Executive Committee

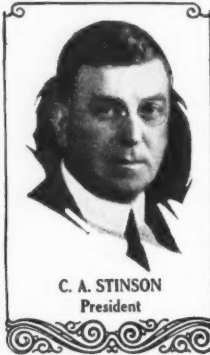


ELMER W. HELD
Executive Committee



H. C. CAMPBELL
Executive Committee

The Bondage of Freedom



C. A. STINSON
President

FREE men in a free country voluntarily bind themselves to uphold the laws which they themselves have made, or helped to make, than which there is no greater bondage. It is an obligation of honor.

The American Photo-Engravers Association is not unlike such a free community, inasmuch as its members have given their pledge, as gentlemen, to uphold the Standards of Practice and the Code of Ethics as here printed.

The Officers, Chairmen and members of all committees, serve unselfishly and without compensation, in a co-operative effort for the benefit of all.

STANDARDS OF PRACTICE

1. Firm in the belief that "in union there is strength," this Association strongly urges that every photo-engraver be an active member of local, State, sectional and national organizations in his industry, as in no other way can he effectually aid in establishing uniform trade customs, fair competitive conditions, and the promotion of friendly relations with others in his chosen line of endeavor.

2. This Association aims to advance the photo-engraving industry by impressing on its members the necessity of conducting their business along sound and approved lines, with due attention to the problems of manufacture, selling and accounting, to the end that they may thereby render service of an increasing value, and receive reward in keeping therewith.

3. In the belief that each member of this Association should be accorded the widest liberty of individual action not inconsistent with the best interests of all, this Association distinctly leaves to the determination of each member all questions of labor, hours and wages, and avows its position in such matters to be that of the strictest neutrality. In the promotion of harmony it recommends conciliation, arbitration and mutual concession rather than force in the settlement of disagreements over these matters

and is ever ready to extend its friendly offices through conference with the interested parties.

4. Realizing that only through knowledge of the cost of his product can a photo-engraver sell it on a fair margin of profit, this Association is desirous that every member install and maintain an approved Cost System whereby he may know his cost of production and be in a position to deal fairly with the public and himself.

5. This Association is ever desirous of maintaining the most friendly and cordial relations with other branches of the Graphic Arts, and invites their co-operation in all matters affecting the industry as a whole.

6. This Association reaffirms its belief in and the necessity for the universal use of a Standard Scale as a basis for pricing the products of the photo-engraver, this to be subject to such revision from time to time as changing conditions indicate.

7. While maintaining the right of each member to purchase his supplies and materials through any source he may elect, this Association believes that a feeling of reciprocity should exist toward those whose efforts are clearly for the uplift and advancement of this industry and its organizations.

ETHICS

1. In the conduct of our business and in our relations with our competitors, our customers and our employees, justice and fair dealing should characterize every transaction.

2. In the realization that higher business standards are to be attained through the education

of our members, let each maintain an open mind toward all things which tend to better business practices.

3. Prove to our competitors that we are as sincere and honest in all matters as we could wish them to be.

YOUR STORY IN PICTURE LEAVES NOTHING UNTOLD

ADVANCE THE PHOTO-ENGRAVING INDUSTRY AND THE INTERESTS OF THE MEN IN IT

4. Take no advantage of the ignorance of a customer, nor allow our employees or salesmen to do so.
5. Make no pretense of alleged "trade secrets" or the possession of other mysterious advantages over competitors.
6. To refrain from and discourage the practice of disparaging the equipment, output or personnel of a competitor.
7. To ever strive for Quality and Service in our own establishments and use these rather than lower prices as selling arguments.
8. Take no customer's word as to propositions made by competitors, for often there are details omitted (either intentionally or otherwise) which have an important bearing on the matter.
9. Rather, maintain such a friendly attitude toward competitors as will enable you to meet them and discuss frankly the means whereby wily and unscrupulous buyers may be effectively discouraged.
10. To be very particular, when sketches or drawings are presented by a customer, in knowing that their use or reproduction does not in any manner infringe the property rights of others.
11. To see that employees, and particularly salesmen, do not misrepresent the policy of the engraver as regards the maintenance of fair prices and the rendition of full value for the money received.
12. To refuse to pay bribes or "commissions" to buyers, purchasing agents or others who may thus be induced to place orders with us. Business so acquired is sure to develop undesirable characteristics.
13. We strongly deprecate and see no need for the great majority of the so-called "middle men" or brokers, in the industry, believing that in the majority of instances the customer would be better served and at less expense by dealing direct with the photo-engraver.
14. When a new photo-engraving establishment enters the competitive field, it should be the duty and pleasure of those already in the field to establish, as early as possible, the most cordial and friendly relations with the management. Show clearly a desire to be of friendly service in avoiding possible pitfalls, and in other ways evidence a sincere friendship.
15. To avoid the very grave evils of over-equipment, let no new machinery or apparatus be installed unless a permanent need for same has been clearly established.
16. Make no estimates without knowing clearly all details connected with the work to be done, that there may be avoided any misunderstandings or disagreements with customers incident to "extra charges."



17. Under no circumstances make estimates on work done by another engraver where there is a chance that his charges are thereby to be "checked up." No one except the engraver who produced the work can know fully all the details of its production.

18. In our dealings with our workmen let us ever be mindful that there is resting on us, as employers, a grave responsibility. For we should by example and precept endeavor to inculcate the highest ideals of manhood and character, and emphasize the responsibility of every thinking man as a citizen of the United States of America, for the rightful discharge of his duties thereunder.

19. Hiring employees away from a competitor, or inducing them by other means to leave his service, must be recognized as a sure way to invite reprisal and a general demoralization of the local labor conditions. It is unquestionably the right of the workman to use all reasonable efforts to better his condition, but employers can do one another or the employee no greater wrong than to virtually become "bidders" for his services.

20. "A fair wage for a fair day's work" should be the thought in fixing the rates of pay of our employees, having also due regard to general living conditions. Securing a fair profit on all work we do is doubly necessary,—for the protection of the employer, and the just remuneration of the workman, that he may maintain himself under such proper living conditions as will conduce to good citizenship and good workmanship.

21. We should recognize that only by training all the apprentices which trade customs allow, can there be maintained a sufficient body of trained workmen in this growing industry, and that it is the duty of every employer to do his share in this most important work. Therefore, the selection of apprentices should not be left to chance, but rather be given the careful study of the employer himself, to the end that the industry be not harmed by the introduction of unsuitable or undesirable men.

22. When an apprentice is taken into the shop, much care should be taken in seeing that he be properly trained and given the opportunity to become a thoroughly proficient workman.

23. And finally, let the photo-engraver be ever diligent in business; quick to perceive the good and alert to repel the evil; ever mindful of the rights of others; as quick to take blame as to place it on others; courteous and considerate of others, particularly if they be less fortunate than himself; in every way a true American gentleman.



ADOLPH SCHUETZ
Executive Committee



OTTO RUMPEL
Executive Committee



C. R. DOCHERTY
Chairman
Membership Committee



GEORGE H. BENEDICT
Chairman
Cost Committee



V. C. HOUSER
Chairman
Publicity Committee



E. W. HOUSER
Chairman—Better Business
Practice Com.



CHARLES A. GROTZ
Chairman
Research Committee

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 NONADNOCK BLOCK • CHICAGO

Copyright, 1926, American Photo-Engravers Association



The Harvest of the Field Is in— Sow Now for the Sales Harvest



CROPS are in and sold. The farmer has money in the bank. He has time to read—to investigate the many things he needs. He's in a buying mood. Sow now with direct mail for the sales harvest. The best selling season of the year lies just ahead in the farm and small town field.

Direct mail sales effort has proved most productive in approaching the rural market. But only the right kind of direct mail will get results in the intense competition for the attention of this market.

The James T. Igoe Company has a record of results in producing direct mail advertising that *sells* in the rural field.

Our Creative Service Department includes direct mail Specialists with long experience in selling to the farm and small town. The services of these men are available in the plan and development of a resultful mail sales campaign for James T. Igoe Printing clients.

A conference implies no obligation and our service covers the five-state district surrounding Chicago. Ask us to call.



If you are located in this territory James T. Igoe Service reaches to your desk

James T. Igoe Company

Chicago's Most

Progressive Printers

600-610 W. VAN BUREN ST.
TELEPHONE HAYMARKET 8000

CHICAGO, ILL.

[[For a Quarter Century, Builders of Catalogues, Booklets and High Grade Printing]]

Fitting the Message to the Individual Buyer

THE architect on a large bank building recently answered an advertisement for ornamental grill work which he thought offered possibilities for use in connection with the interior of the main banking room. He got back a very courteous letter stating that the catalog would be sent under separate cover. After an

the catalog and letting the buyer work it out for himself.

Contrast this method with that followed by the Van Kannel Revolving Door Company. In the first place, this concern has enjoyed for several years, at least, a high percentage of returns from follow-up campaigns on inquiries. According to Robert L. Blanchard,

This is an important step in this company's sales program because it enables it to present a specific suggestion for installation which usually leads to the sale.

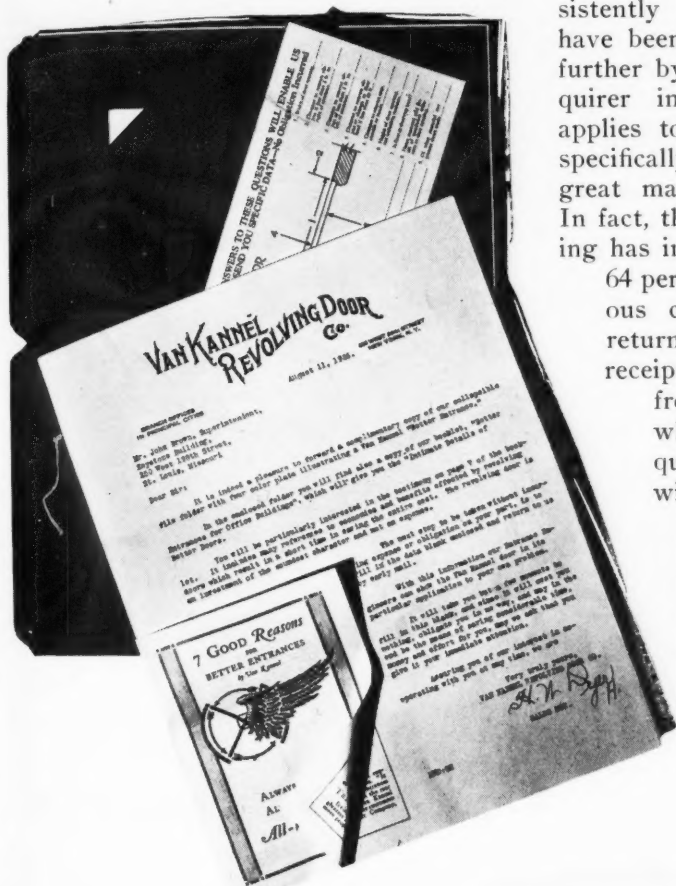
The mailing, as illustrated on this page, includes a letter, return card, and file folder containing a booklet on entrances for office buildings and an illustration in full color showing an attractive office building entrance. All these are mailed under one cover, with the letter in a separate pocket attached to the larger envelope and bearing two-cent postage, while the large envelope bears the proper amount of postage under the correct classification. This insures the arrival of all of the material at one time.

Similar mailings are made up in answer to inquiries regarding doors for banks, hotels, stores, restaurants, hospitals, etc. In each of these is inserted a booklet covering Van Kannel doors for the specific type of building in question, together with a color plate showing a typical installation in that type of building.

These mailings are handled with a minimum of effort by merely cutting slits in the file binder and inserting the booklet and color plate

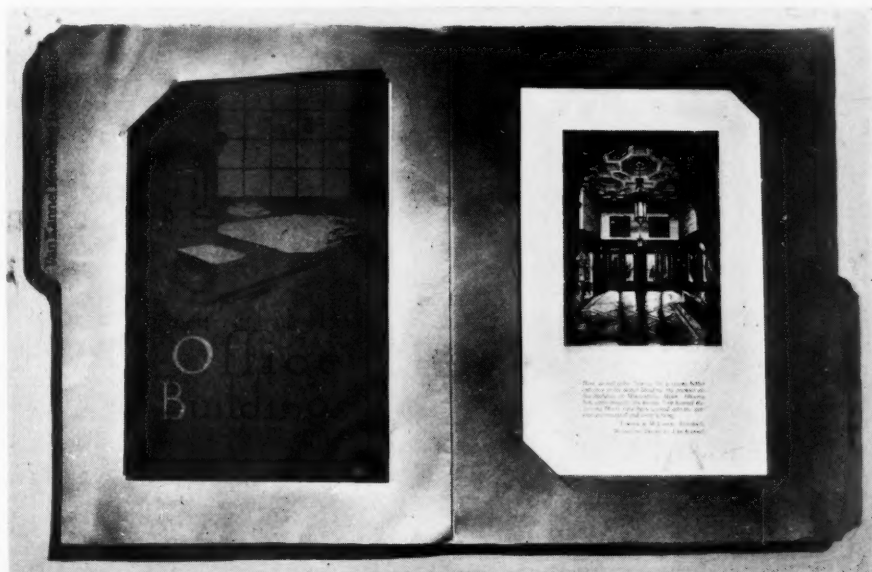
(Continued on page 577)

The Van Kannel Revolving Door Company answers the inquiry with sales information applying to his specific requirements by means of this combination mailing consisting of a letter, booklet on entrances for the kind of building under consideration, and a color plate showing a typical entrance installation in a building of that type.



interval of ten days, he finally received the catalog. After looking through it with diligence and patience, he found one illustration showing the application of the product in an actual bank installation. The remainder of the copy and illustrations covered hotel lobbies, railroad and steamship offices, apartment houses, and so on. The manufacturer is still wondering, no doubt, why his material was not specified by this architect for the new bank building.

The trouble was that the manufacturer did not fit his sales message to the buyer. He took the easiest way out simply by shooting



Put the Other Three Pages to Work

THE so-called four-page letter has long ago passed the stage where it might be termed a novelty. It has become a standard piece of sales ammunition and, to follow the metaphor, its effectiveness depends upon filling it full of hitting force and then keeping the powder dry. The fact that a sales letter is put into the "four-page" form or style is no guarantee that, through some mysterious power, it shall be successful merely because some letters of this type have produced unusual results.

Many a four-page letter starts off strong with a good letter on the first page and then drops back into the ordinary because the inside and back pages are merely blurbs, splashes of color, ridiculously general claims, or what have you, instead of giving the reader some information that is really sincere and helpful.

The exhibits on this page were selected to show that the inside pages can be used as a spread for effective display or, in a more formal layout, as the means for carrying valuable technical information. The old notion that the

fourth or back page should be left blank the same as the back of an ordinary single sheet letterhead, has been exploded. This page can also be put to work in much the same manner as illustrated.

The inside pages of the letterhead featuring the Finnell scrubbing machine show what can be done in the way of illustrating the uses of the product under various conditions. The buyer gets the message at a glance and the photographs offer the additional advantage of furnishing tangible proof of the statements that are made about the product and what it will do.

The letterhead on Hoover Non-Corrosive Balls is considered by this concern as one of the most effective pieces of sales literature it has ever issued. Buyers refer to it for the technical information it contains and therefore it is preserved together, of course, with the sales letter which has been written on the front page and the additional sales message on the back.

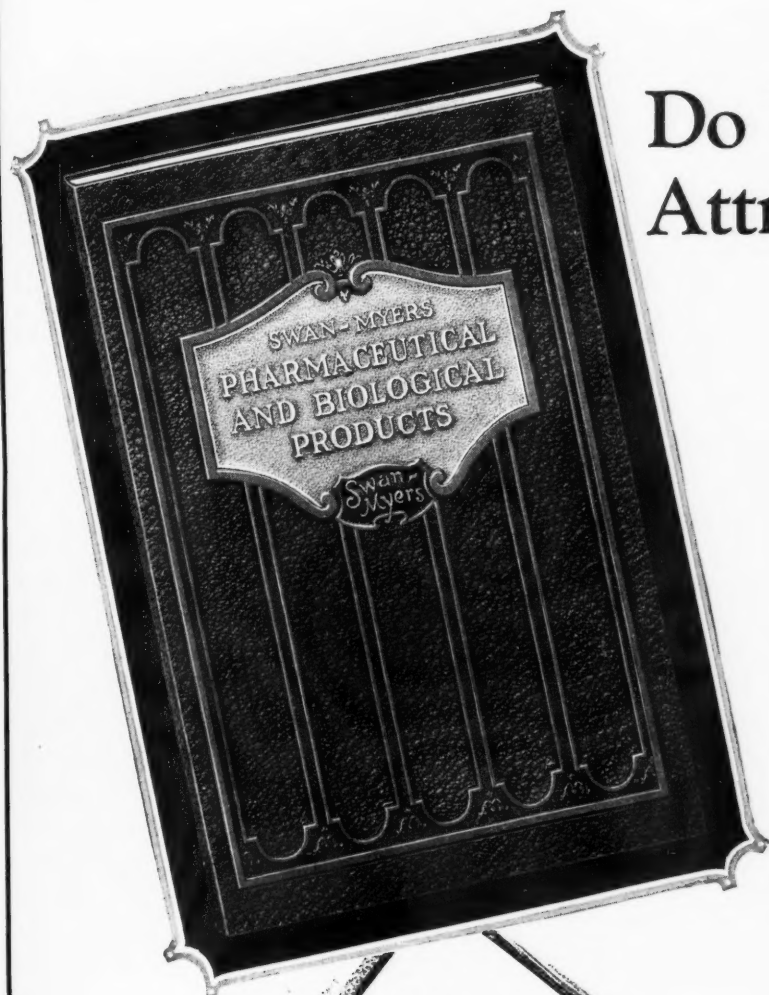
There are countless situations where four-page letters built along well planned lines such as these can be used to strengthen the pulling power of sales letters by presenting additional arguments

These exhibits serve to show how the inside pages of four-page letterheads can be made a valuable selling asset if serious thought and careful planning are put into their preparation. The idea of the four-page letterhead itself is no guarantee of success—it is the manner in which it is used that spells success or failure.

which, for one reason or another, cannot be stated in the body of the letter itself.

In many cases, a series of these letters is produced, with the front page blank except for the letterhead. The series is planned to cover various points regarding the product which are the subject of the usual inquiry. The correspondent then selects the letterhead giving the proper information on which to send his sales message so that the letter and the inside pages are given a logical hook-up.

Four-page letterheads may cost more to produce than single letterheads, but, if they are properly planned, the added cost is more than offset by the larger returns.



Do Your Catalogs Attract Attention?

YOUR catalogs may be well planned and contain all the essential selling information, but that alone does not carry any assurance that they will produce the orders they should.

Your best salesmen are men of pleasing personality who pay particular attention to their personal appearance, because they know the importance of a favorable impression on the buyer, and you are always pleased when the customer compliments your salesmen.

Consider your catalogs in the same way. Give them personality and a pleasing appearance as the greatest assurance of increased business.

The Swan-Myers Co. used a Molloy Made Cover, believing its beauty would attract favorable attention, and the acknowledgments they have received prove conclusively that the books have been favorably received, which is the first essential to increased business.

Greater selling power can be given to your catalogs, sales manuals or data books by using a Molloy Made Cover. These covers are made of a tough durable leather cloth beautifully embossed and colored. The cost is very moderate.

Tell us about the book you are planning to issue and let us suggest an idea that will increase its sales value. There is no obligation.



*There is a
Molloy Made
Cover
for every purpose*

MOLLOY MADE

THE DAVID J. MOLLOY COMPANY

2869 North Western Avenue
Chicago, Illinois



Sales Offices in
Principal Cities



Above . . . Smooth as polished ivory awaiting the touch of the miniature painter's brush was the sheet of coated book paper. The four-color halftones presented the picture almost with the brilliance of the original painting. . . . A beautiful sheet for a booklet, but for illustrated letters, "No! No!" The multigraph work on such a sheet lacked the appearance of typewriting.



Right . . . Finally, the printer suggested TWO-TEXT, the paper made especially for illustrated letters. It printed the color halftones just as well as the coated book, for one side of TWO-TEXT has an ivory-like coating. The inside printing did not show thru for the sheet is very opaque. It folded as well as the best folding enamel. And the letter looked as a letter should. For one side of TWO-TEXT presents the bond surface that typewriter ribbon and a pen and ink signature demand. Here was the paper with the advantages of both bond and coated stock and with none of their drawbacks. TWO-TEXT was originated and is made only by—

STANDARD PAPER MANUFACTURING CO.
Richmond, Va.

Letter Problems

that won a new user to

TWO-TEXT

Left . . . Bill, then, proved his cuts on a good grade of bond paper. The multigraphed side looked as a letter should, but the inside printing showed thru and the 150 screen halftones lost the beauty that the engraver had painstakingly put into them. So the bond sheet couldn't qualify.



A Sales Plot

(Continued from page 561)

portfolio was made up of printed samples showing the printing qualities of the ink on six nationally known brands of paper stock.

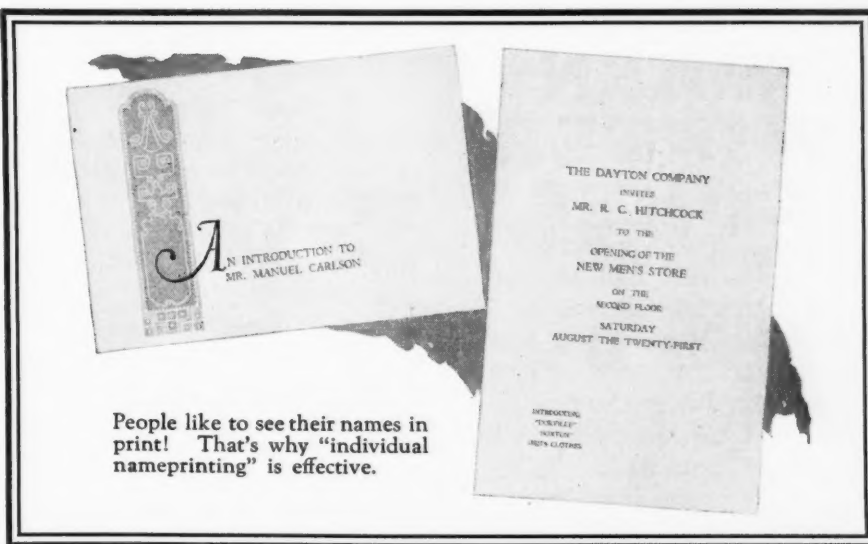
Replies from the campaign were received from all parts of the country, beginning with the first mailing and increasing in number as the campaign progressed. The portfolio was mailed so recently that the company has not prepared figures showing total returns, as inquiries are still being received. The point is, that in a highly competitive field, on a commodity that is as widely and frequently used in printing plants as water is used in laundries, Philip Ruxton, Inc., caught the eyes and the ears of printers throughout the country and introduced a new product under the most auspicious circumstances.

One point in this campaign is especially worthy of mention and that is the manner in which the company has worked in close cooperation with the paper manufacturers in developing the product, and with the paper jobbers in aiding and abetting broad distribution and use.

Speaking of this angle of the sales promotion plans of the company, Charles F. Clarkson, sales manager, writes:

"You will also note that the portfolio 'Paper in Search of an Ink' carries the names of paper jobbers who represent the various paper mills. Through a personally conducted lecture campaign, we are bringing to the attention of the paper jobber executive and paper jobber salesmen the work that we have done in connection with the construction of this ink.

"Among the jobbers we have visited, we have been able to create a large degree of salesman enthusiasm and interest in our proposition. In every instance, we have made indirect salesmen for our product of the paper jobber salesman, due to his anxiety to recommend a product which will eliminate troubles which he has experienced in the past, due to his paper being blamed because of the incorrect application of inks."



People like to see their names in print! That's why "individual nameprinting" is effective.

Another Outstanding "Individually Nameprinted" Direct Mail Campaign

THE DAYTON COMPANY, one of the leading department stores of Minneapolis, employed the two "individually nameprinted" announcements pictured above in connection with the recent Opening of their new Men's Store.

The Dayton Company obtained splendid results—results similar to those received by The Hub—Henry C. Lytton & Sons, Chicago, the largest fine Clothing Store in the world—who also use "individual nameprinting" extensively.

Why don't you try "individual nameprinting"? Regardless of the type of your business, you will find that your prospects respond favorably to the sight of their names in print. They are human!

[An "individually nameprinted" piece of direct advertising complete including printing, addressing and mailing, costs very little more than a processed form letter. Samples and details upon request.]

THE CAMPAIGN PRESS
DISTINCTIVE DIRECT ADVERTISING
107 North Market Street Chicago, Ill.

PROCESSED LETTERS

PRINTING

"INDIVIDUAL NAMEPRINTING"

Make Your Letters Sell Good-Will

EVERY executive will agree with the theory that each letter leaving his organization, whether its purpose is to buy, sell, or collect money, should build good-will in some degree. In actual practice this theory is often forgotten because no practical plan has presented itself to carry out a definite "better letter" program.

If you agree to the above theory you can put it into practice by sending for the Dartnell "Better Letter Program." It consists of thirty bulletins, citing actual letters and suggested improvements. It contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated organization for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

The DARTNELL CORPORATION
Publishers "Sales Management"
4660 RAVENSWOOD AVE., CHICAGO, U. S. A.

WHEN WINTER COMES

THE last holiday of Summer is over and the last vacationist has returned to work. The children have started to school again, and it's nearly time to think of Thanksgiving and Christmas. Families and businesses have settled down into the steady routine of Fall and Winter.

Now is the time to plan the advertising that is going to turn "prospects" into buyers when winter comes. Business will be good this winter for those who plan to make it good. Others, who "wait to see what happens" will find they have waited too long.

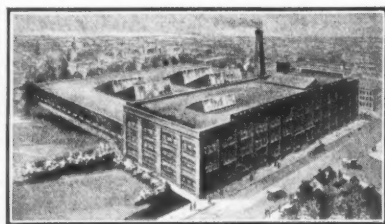
Avail yourself of the facilities provided by this organization for laying the foundation for winter business now. Do not delay. Find out why and how The Cargill Company can help you to build a bigger business. Ask for full details of the Cargill plan, with assurance that you will not be obligated in any way.

The Cargill Company

ADVERTISING
SALES PROMOTION

Complete Printing Service

GRAND RAPIDS
MICHIGAN



A Campaign That Doubles the Order

(Continued from page 564)

the purpose of making an analysis of the buyer's insurance needs and present coverage.

Special list blanks are furnished for the salesmen on which they enter the names of new prospects in groups of ten. Salesmen are required to know two of the following things about each name listed: at least one specific need for insurance; whether the buyer can pay for it; whether he is a good physical and moral risk; and what kind of a person he is. The salesmen also agree to send the home office a report of the first interview with each prospect within two weeks from the date the booklet is mailed.

In order to take care of the expense of the mailings and also to insure the salesmen using care in preparing lists and conducting the follow-up work, a charge of 15 cents a name is made. However, as a means of showing the salesmen the results that are possible, a mailing to 100 names is given to each man free of charge. While the use of the plan is not compulsory, Mr. Woods reports that the evidence in favor of this method is overwhelmingly in favor of the salesmen who have tried it out and have increased their volume accordingly.

The entire campaign is built around the "program" plan in selling life insurance. Inasmuch as the company sells policies of various types, it is not intended that the salesmen shall specialize on this form of solicitation alone, but that they shall use the plan as a means of building up a continuous advance prospect list to which they can always turn for a certain percentage of volume and which they can work during periods when it is not convenient to reach other classes of buyers. At the same time, it increases the average earnings per call or per sale and thus keeps the salesman on his toes and enthusiastic.

The complete campaign is illustrated and described, and the results of salesmen who have used it successfully are shown in a portfolio which is furnished to all

salesmen, which is, in reality, a sales manual for this portion of the salesman's activities. Once the salesman gets the portfolio and digests its contents, he is in position to send in his first batch of names. These automatically receive the campaign and he is notified when the last mailing is released. He calls on the buyers within one week from that date, and the report of his call is submitted to the home office through the local agent or supervisor within two weeks from the mailing. The system, except for follow-up for reports on names not covered, is, therefore, almost automatic.

Plans of this type are being adopted in many lines of business in order to pave the way for salesmen and to keep salesmen combing the territory: making lists of prospective buyers, and then providing an incentive for them to call on these buyers within specified lengths of time. In some cases, however, there is a tendency to encumber the system with too many details and thus slow up its working to the point where too much time elapses between the mailing of the inquiry or receipt of the final mailing and the day when the salesman actually calls. This gives the buyer's interest a chance to cool and he soon drops back into the "cold" class.

Reaching Industrial Buyers

(Continued from page 571)

in these slits so they will not be lost easily. The entire presentation can be filed for future reference, the file folder being properly tabbed and imprinted with the subject. The folder itself is made of bright red stock so there is no danger of overlooking it in the files even if it should be misplaced.

Perhaps competition is helping to make buyers lazy. At any rate, if one house does not give you the information or cooperation that you want, it is fairly easy to turn to another without exerting much personal effort.

How Dutchess Trousers Puts a Kick in Window Displays

(Continued from page 531)

sales department said, "The trouble with the great bulk of advertising material which is sent us is that it has no selling value. It may be pretty to look at, well lithographed or printed, but it lacks selling appeal. This material sent out by Dutchess Trousers isn't the prettiest display material we receive. Far from it. But for sheer sales value it can't be beat. That's why we use it."

A display may be artistic, beautiful, or even sensational, asserts this department store man, but without sales value it will not find a place in the store windows. Too many buyers are fighting for window space to permit any display to go in that doesn't seem to have actual sales value.

Windows Must Pay Out

The big stores today are keeping accurate records of the sales value of every window display installed. A number of stores have every window photographed. These photographs are filed away with a complete record of the window, even down to an inventory of the material used, and the weather which prevailed during the time the display appeared. In addition to this information are any facts about sales which could be traced to the window. In this way the store display manager always knows from past history which windows have been most successful. He does not have to guess. For this reason the manufacturer who comes to him with a display that is simply pretty is unlikely to get more than a courteous turn-down when he requests space for his advertising material.

"One of the best displays we ever had was the simplest. It was on shoes," explained the display man in another department store. "Shoes are difficult display material. Outside of their style appeal there isn't much appeal in a window full of shoes. But a manufacturer sent us a shoe which had been cut in two pieces. He

suggested that we get a small hand ax and place it between the two pieces of the shoe so that it would look as though someone had just whacked the shoe in two with one fell swoop of the ax.

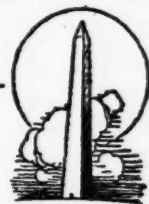
"Attractively lithographed cards were included. These cards were set up around the shoe with pieces of red tape attached to the various parts of the shoes and running to an explanatory paragraph on each of the various cards.

"The display was no great shakes to look at. There were no pretty girls, nor any college boys at football games, but it was one of the best displays we ever installed. It sold shoes, because it stressed certain specific points in the manufacture of the shoes which had never been called to the public's attention. Any other good shoe could have been advertised in the same manner, because all good shoes are made about the same way this shoe was made. But because these obvious facts were called to the attention of the public they thought this shoe had unusual features."

In an effort to get something new and novel, a great many manufacturers overlook the simple appeal of straight sales facts which can be embodied in almost any window display—facts which can be illustrated.

One of the most successful display devices ever used by a well known lamp manufacturer was a simple little device on which a lamp was mounted so that it could be lighted and then whirled around like a spinning wheel to prove to the prospective customer that the lamp wouldn't explode, leak or blow out easily.

Harry H. Buckendahl, for the past eight years a member of the Chicago staff of Gilman, Nicoll & Ruthman, publisher's representatives, becomes manager of the San Francisco office of this company October 15.



Sales Outlets

Washington, D. C.

A major market of 527,887 population.

Retail outlets, 9,000.

Wholesale outlets, 97.

Homes, trading area, 160,000.

\$5,000,000 Government payroll bi-monthly.

Estimated wealth, \$1,697,270,000.

Fifth in the U. S. in building operations.

Thirteenth largest city in America.

Exceeds 36 States and Territories in point of total tax.

Pays \$13,443,939 in personal and corporation tax.

Pays an average income of \$3,600.

*Here IS a major market
Advertise to it!*

WASHINGTON TIMES

The Washington Herald

108,312 net paid circulation



SALES CONTESTS

Every Sales Manager strives to accomplish two things: To build and hold the co-operation and good will of his Salesmen, Jobbers and Dealers. . . . To increase the volume of his sales at a profit. Sales Contests stand alone as his best means toward this dual objective.

**Send for this
New Book**

It tells

In most authoritative manner the exact bearing that Sales Contests have on Sales, Salesmen and Wholesalers. It analyzes Contest Plans, indicates their use, abuse, influence and possibilities, and suggests an entirely new development of an old and very much worth-while system of sales stimulation.

This new book—called Sales Contests—epitomizes the experiences of Sales Managers who are pre-eminent in their field. It will prove of invaluable assistance to any executive interested in Sales. It is yours for the asking . . . entirely without obligation.

**Philip J. Gray
Advertising Agency
Chicago**

FREE



MAIL
THIS COUPON
TODAY

**Philip J. Gray Adv. Agency,
307 N. Michigan Ave., Chicago.**

Please send me one copy of "Sales Contests," gratis and without obligation.

Name.....

Address.....

Policies That Drive Sales Away

(Continued from page 528)

It is only a degree less than humorous to see how many manufacturers have the policy, "The customer is always right," in effect, so far as their contacts with the wholesaler and the retailer are concerned, but have exactly the reverse policy in connection with Mr., Mrs. and Miss Consumer. Those manufacturers have the conscious or unconscious, written or unwritten policy that they must never admit to a consumer that their product is not up to proper standard.

The Birth of a New Policy

The confession of one man, the president of the national organization within his industry, is well worth the careful thought of those who are still persisting in this archaic and ostrich-like attitude. "Our product is used in the majority of American homes. Its unit price ranges from six to eight cents. But it is an absolutely pure product and one made under rigidly standardized conditions. But in its actual use it may come in contact with various chemicals and fail to give satisfaction.

"Realizing from its launching that it could never become universally used unless we convinced the consumer that we were not to blame for effects which came into being because of defects in the articles with which it came into contact, we adopted a policy of defending to the utmost every complaint which reached us from a consumer.

"While we originally started along tactful and educational lines, I can see now that we became hide-bound, and if we could not absolutely prove our case we took it for granted that, because of our hundreds of critical tests and thousands of experiments, we were right and the 'ignorant consumer' was wrong."

He then completed his confession in saying, "Finally, a neighbor dropped in one evening; took from his pocket a reply on one of our letterheads to his complaint, and

asked me if I was aware that my 'underlings' were calling customers 'ignorant liars.' The case was damningly against us. My friend and neighbor had sent in a sample of our product which showed a mold growth on a cake which had never been used. We had used a form letter in reply which virtually gave the lie to the consumer. As a result of our investigation we found that one of our sources of supply had, without notice to us, made a slight change in formula, and that this change had made our product vulnerable to a mold germ.

"The loss which we sustained as a result of that change ran into many thousand dollars. But it unquestionably would have amounted to several times as much had I not investigated my friend's case and immediately suspended all shipments until the source of the trouble had been located and remedied.

Form Letters That "Miss"

"From that date on, we have had a new policy—one of thanks to the consumer for bringing his difficulties to our attention. With each letter of reply to a complaint there goes as an enclosure a 34-page booklet of scientific explanation expressed in plain English, which usually not only answers customer's complaint satisfactorily to him, but also warns him against conditions beyond our control which might affect our product."

A common mistake, and one which many manufacturers permit to continue year after year, is to antagonize the consumer when he writes in that he has failed to receive full satisfaction. This antagonism is unconsciously brought about by the manufacturer prejudging the consumer's case.

The vice-president in charge of sales of a New York manufacturing enterprise was investigating "consumer relations," and it occurred to him to have brought to his attention all letters written by any department to consumers of his products. He was pleased to find that every letter was courteous

in tone, concise, and yet complete. In fact, had it not been for the presence of a visitor he would not have noted the biggest point of all—that where a consumer wrote in that he had purchased a defective package the reply was usually contained in this common error.

The correspondent acknowledged the letter; asked that the defective package be returned, and then went on to surmise that the reason for the difficulty was "storage beside steam-pipes in transit," or give some similar explanation.

The friend of the vice president suggested that it would be better policy to thank the consumer for his letter; ask that the package be returned by express, and to conclude by a statement that, of course, until the package reached the manufacturer no accurate diagnosis of the case could be made.

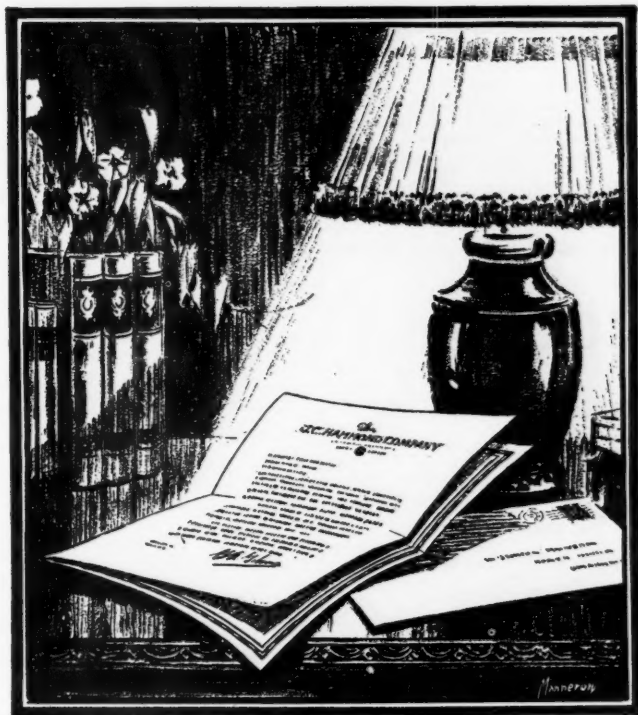
As soon as the new type of handling of these complaints was put into effect an entirely different consumer attitude could be detected.

Returned Goods Practices

One of the most difficult tasks of the policy-maker is in connection with merchandise returned in unsalable condition. Indeed, many manufacturers have adopted seemingly logical policies, only to be forced to abandon them because, while they limited returns, they killed sales. Others, however, deliberately killed sales volume, feeling that they could better take heavy losses over a few years while they were selling their customers the soundness of the policy, than to suffer steadily unwarranted losses over a long period of years.

It would be a tremendous relief to American manufacturers if a simple formula could be given them for the building of the proper "returned goods policy" for their enterprises. But, obviously, this cannot be the case, as trade practices differ in each industry, and products differ so widely in their nature that even the most conservative type of formula applied to semi-perishable goods alone still is out of the question.

Since the subject is such a vast one, obviously in a consideration of policy-building in general it can be given but brief attention. It can



DIRECT MAIL that lingers...on the Library table

Have you tried to talk with a man whose attention wandered? Even the *spoken* message is lost!

So with advertising, the genius of copy writer, artist, layout man and compositor is marshalled to seize and hold attention.

Dealer-to-Consumer Direct Mail advertising must do more. To win attention and linger on the library table, it must command respect and admiration as well. It requires the personal touch, the note of self-interest.

Electrograph plans, creates, produces and distributes highly *individualized* and *localized* Direct Mail. Client evidence shows that it gets sales action.

Electrograph Direct Mail goes—to the consumer—through the dealer—for the factory.

THE ELECTROGRAPH COMPANY
Home Office: 725 W. Grand Boulevard, Detroit, Michigan

Electrograph

Created **DIRECT-MAIL** Localized
Individualized
Distributed

In Illinois, Electrograph Advertising Service Inc., Chicago, is licensed to operate under Electrograph patents.

Free Booklet explaining L M S
unusual Warehousing Plan
mailed free on request

Warehouse Storage

at unusual saving

Here's real news! Storage rates in Britain from one-half to one-seventh of current American rates.

You can save money right now on shipments to Britain by using the new L M S storage service. The L M S owns and operates 350 storage warehouses at its terminals in practically every important industrial center throughout Britain. Storage capacity exceeds 100,000,000 feet. Direct rail connections between warehouses.

The L M S is the only British Railroad serving with its own railroad all major British ports. All merchandise is delivered right through to store door with its own teams and trucks. 1,300 motor trucks and 10,000 teams continuously employed.

Recently a prominent American Exporter sold merchandise to a British customer for future delivery. He shipped directly to the L M S warehouse in buyer's home town in England where it was held at a mere fraction of cost which same storage would be anywhere in the United States. Delivery of the merchandise was given to buyer by special L M S motor truck service on exact delivery date.

In addition to the example quoted, authentic bulletins will be published from time to time demonstrating how L M S Service assists American business. Watch for the next example—it will pay you!

LONDON MIDLAND & SCOTTISH

RAILWAY OF GREAT BRITAIN

THOMAS A. MOFFET

Freight Traffic Manager in America

One Broadway

New York City

THE ONLY BRITISH RAILROAD WITH AN
ACTIVE FREIGHT DEPARTMENT
IN AMERICA

be pointed out, however, that the prevalent practice of having one policy in an unconscious endeavor to make the same coat fit both the trade and the consumer, is unwise. Scores of companies dealing in semi-perishables have found this to be the truth, and have entirely distinct policies.

The Semi-Perishable Product

The Welch Grape Juice Company, for example, protects the consumer absolutely. It believes that any user who buys a bottle of Welch's is entitled to receive a perfect package with perfect contents. While all of the ramifications of its trade policy cannot be given, it is, of course, most liberal in its relations, although, in common with other manufacturers of semi-perishables, it has the right to expect that in cases involving gross carelessness in storage the consumer or retailer will assume his proper responsibility.

One of the best handlings of the semi-perishable product in relation to the trade is to the credit of a far western manufacturer. He guarantees his product absolutely to the trade to be in perfect condition when delivered to the transportation company at his headquarters or branches. He handles his customers' claims for known or concealed damage. He does not guarantee his product to remain in stock in perfect condition. But his "inside policy," which is not published even to his sales force, assumes full responsibility (assuming proper storage by dealer) for nine months from the date of issue, where shipments are made in less than carload quantities, and there is a definite time allowance in addition where dealers order in carload lots once or twice a year in order to save freight, and thus are forced to anticipate their requirements.

He goes even further on time limits of this inside policy where sales reasons dictate. If his goods move slowly in a highly competitive territory the salesmen in the particular cities and towns involved deliberately pick up stock after it has been out fifteen months, or at any time when its outward appearance is not up to the highest standards. In cases where a flood or

fire either mars the outward appearance of the package or indicates the possibility of deleterious change in the contents, the dealer's entire stock is returnable in exchange for new stock—the new stock being shipped immediately, in order that the dealer may not be forced to sell substitutes while an exchange would be in process.

Policies which will wear over a long term of years must be equitable. If a policy works a hardship on the manufacturer he will be forced to change it. If it works a hardship on the wholesaler the policy will be reflected in decreased sales. If a policy is not wholly fair to the retailer it will at least force the manufacturer's salesman to devote his time to smoothing over an annoyed or irate customer, and thus rob the salesman of the time which should be spent in constructive work.

Prizeless Drive Sets New Sales Record

(Continued from page 516)

leather cover, to the general sales manager upon his return to the home office.

"This drive, so overwhelmingly successful in a week which is usually a dull one in our business," Mr. Game added, "proved to us that men will respond to a man-to-man appeal fully as enthusiastically as to prize money or merchandise offers. In other words, the incentive for extra endeavor doesn't have to be a mercenary one to bring the desired result. In presenting the idea of this drive we did it in such a manner as to impress them with the importance of the event, and we were careful to make our announcements ring with sincerity. There was no fancy language—no 'hand-embroidered' eulogies. We simply said, 'Here's a man who's done a lot for you. Let's give him a big surprise to show how much we appreciate it.' And then we gave them a plan for doing it. The drive was not only highly satisfactory in point of sales volume, but it showed the men themselves what they could do even in 'dull' months if they put in a little extra effort."

Repetition as an Aid to Emphasis

(Continued from page 566)

"We selected a different colored stock for each of the seven inside leaves and the cover. This made each page of equal prominence and carried the reader's attention through the entire book. Each of the six leaves devoted to the reprints of the six monthly newspaper advertisements were of the same color that was used in the corresponding single 'Facts' booklet issued monthly during the previous six months.

"The principal copy matter was printed over white panels, which in turn had been printed with considerable difficulty over the colored stock of each page. To get the white backgrounds on each page white enough, it was necessary to run the sheets through the presses four times. Altogether six printing impressions were required for the inside pages—four for the white, one for the black copy and one for the red decorations.

Capitalizing Color

"The index tab arrangement along the right-hand edge of the booklet allowed a square inch of each of the vivid colors of the inside pages to show through the cover. This served as an invitation to open the booklet to each page. It gave the outside of the folder an eight color effect.

"While we cannot put our fingers on the results produced by 'Six Facts,' we have had plenty of evidence that it did the job it was intended to do—that it did arrest the attention of advertisers and agencies, receive a reading and get across its message. This is evidenced by the large number of complimentary letters we have received—letters which commented not only on the folder but on the story it told; by the fact that to this day, six months after its publication, we are receiving requests for copies which we cannot fill, and by the fact that advertisers and agencies made frequent references to the booklet and to The Sun's accomplishment when our solicitors made their calls."

*A medium-sized agency that believes in
sound merchandising, advertising far
removed from the commonplace,
and hard work—under the
immediate control of
the principals*



CLIENTS

FREED-EISEMANN RADIO RECEIVERS
ESTERBROOK STEEL PENS
BORDEN FABRICS
WHITE ROSE TEA
PEQUOT SHEETS
P. N. CORSETS
STEVENS SPREADS
BENRUS WATCHES
ESMOND BLANKETS
SUCCESS MAGAZINE
LINEN DAMASK GUILD
SMITH BROTHERS COUGH DROPS

HOMMANN, TARCHER & CORNELL, Inc.

Advertising & Marketing

25 WEST 45th STREET · NEW YORK

YOUR MARKETS . . and how to reach them

Executives realize that markets can be divided into two major groups, (1) primary or industrial markets, and (2) secondary or merchandising markets. The explanation and location of these markets is part of the Dartnell Advertiser's Guide for 1926. How twenty-three leading industries split up their advertising appropriations is shown by means of colored charts. So far as we know this is the first time this has been done. Here an advertiser can ascertain what the average appropriation for advertising is for his business—he can learn ways to reach new markets.

The Dartnell Advertiser's Guide sells for three dollars and fifty cents. It will be sent to any rated company for examination. It will be found to be a valuable source of ideas to a president, a sales manager, or an advertising manager—if you do not agree, the Guide may be returned in two weeks and full credit will be given.

4660 Ravenswood
Avenue

The Dartnell Corporation

CHICAGO,
ILLINOIS



EDITORIAL COMMENT



America's Dean Inge

When Roger Babson took a group of his clients into his confidence the other day, and told them that unless a curb were placed on installment selling we could expect a panic within three years, he ran true to form. Babson's system of forecasting is as simple as it is questionable. He believes that what goes up, must come down. Business is up now, so it is due to come down. To insure the success of his system, all he needs to do is steadfastly to predict a depression and sooner or later his prediction will come true. Thoughtful economists, however, hold that this theory, while dependable enough in the past, has been rendered unreliable by important changes in the economic structure of this country. That they are right is borne out by what happened this summer. Yet in spite of Mr. Babson's reputation as a calamity howler, and his record for inaccurate forecasting, we think he is a useful member of the firm. His dire predictions and his ultra-conservatism have a sobering influence that is not without value. Like the gloomy dean of England who direly predicts an early breaking up of the British Empire, he makes people think. You may violently disagree; you may editorially ham-string him; you may say what you will about him, but who will deny that there are two shades to every picture?—even the intricate picture of our business future—and it is most useful to have somebody in the company who can use the darker and more sobering colors. What the American business man wants is stabilized good business. He doesn't want a boom. He doesn't want an orgy of rising prices and speculation such as we had six years ago. Yet if optimism were allowed to run wild, that is just what we would have, and it takes a few men like Roger Babson and other ultra-conservatists to keep the water squeezed out of the business situation.

What "Halitosis" Did

Milton T. Feasley, who recently died, is generally credited with having conceived the Halitosis campaign for the Lambert Pharmacal Company. He is also supposed to have written much of the copy.

This Halitosis drive is commonly regarded as one of the most outstanding selling efforts of the last decade. It made an obscure medical term a part of the every-day language of millions of persons who previously did not know it existed. It made the word a symbol for neglect, carelessness and a generally run-down condition, as applied to almost

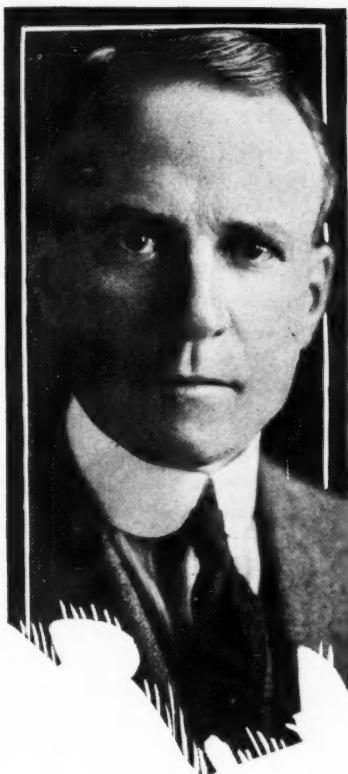
anything. So familiar has the public become with the significance of Halitosis that the term is now being used to sum up what is wrong with any backward or slipping business.

The incident is a splendid example of what a new selling argument will do for a business. Many an industry has become stultified for the lack of a fresh talking point. The old arguments have become so threadbare that they have grown quite meaningless. They have become so trite that they have lost their effectiveness.

Fortunate is the business which at such a stage is able to find a "Halitosis" to open up a new vista of selling possibilities for it. Milton Feasley demonstrated that a single new talking point can be made to unfold vast markets that had never before been touched.

The Danger of Descriptive Firm Names

Announcement has been made by the Faultless Caster Company of Evansville that it is extending the company's activities to include the manufacture of an artistic line of metal furniture trimmings. Assuming that this company will adhere to the policy followed in building up its caster business, and use advertising liberally on its new line, we can foresee a time when its present corporate name will become confusing, and perhaps broadened to The Noelting Corporation. The Faultless Caster Company is only one of many concerns that started in business to do one thing, and soon found themselves extending their activities far afield. Indeed there are more tails wagging big healthy full grown dogs in business than there are dogs wagging tails. A manufacturer of hardwood flooring in Racine discovers a wax for treating his floors. He advertises it. One morning he awakes to find his business on floor wax exceeding his business on lumber. He adds other specialties. Soon the lumber end of his business is forgotten. Ten years ago in Chicago a man started a service for sales executives and called his business The Dartnell Sales Service. In eighteen months the nature of the business had changed to such an extent that the name no longer described the business and a broader name had to be found. There is much to be said in favor of a name that describes the business, but be sure the name doesn't **limit** the business. Otherwise you are likely to find yourself in the position of others who have spent millions in advertising a name only to find a few years later they have outgrown it.



George L. Willman

Four years Advertising and Assistant Sales Manager. Five Years Wholesale Branch Manager. Many years Instructor in Sales Practice and Advertising at the Chicago College of Commerce. Since 1924 with Lord and Thomas Advertising Agency as Account Executive.

Now affiliated with
THE DARTNELL CORPORATION
as Sales and Advertising Counsel

Available for Special Sales and Organization Work

Territorial Analysis and Quotas
Salesmen's Compensation Plans
Methods of Hiring and Training
Salesmen
Sales Promotional Literature
Introduction of New Products

House Organ Policies
Dealer Cooperation Plans
Methods of Field Supervision of
Salesmen
Sales Records and Reports
Special Talks to Sales Conventions

Back of Mr. Willman's work are the resources and personnel of The Dartnell Corporation with ten years experience in general merchandising service.

THE DARTNELL CORPORATION

Ravenswood and Leland Avenues, Chicago

19 West 44th Street, New York

146 King Street West, Toronto

The constant companion of the sure-minded advertising man is—

STANDARD RATE & DATA SERVICE

It fortifies him in his work—during his conferences with boards of directors, officers, sales managers, and at sales conventions—through every detail preceding and during the actual selection of advertising mediums.



(Send for your copy of
"Be Him")

USE THIS COUPON!

Special 30-Day Approval Order

_____, 192

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____

Street Address _____

City _____

State _____

Individual Signing Order _____

Official Position _____

Can a Price Article Live Up to a Quality Name?

(Continued from page 524)

extensively in the national magazines, on billboards and through other media. It is widely and favorably known, and in view of the experiences of the automobile manufacturers, it would not suffer noticeably, while the Halladay bumper would undoubtedly prosper by sharing some of this spotlight, possibly with some such explanatory addition to the name as the Biflex Double-Bar bumper, since that is its construction feature, or the Junior Biflex, or whatever name might seem suitable so long as the word Biflex was brought to the front prominently.

Brand Names in Furniture

The question of naming secondary lines after the original product is far from being confined to the automotive industries, however. It bobs up in the piano business, the furniture business, in groceries, drugs, cosmetics, candies, in the radio industry and many others.

For many years the Berkey and Gay Furniture Company specialized on high-priced quality furniture. Merchandise bearing its name was famous not only for its excellent quality, but also for its high prices. The company some time ago came to the realization that its expensive furniture was not moving fast enough, that it must have volume in order to maintain its standards of quality among the better class of furniture buyers. Accordingly it began the production of a popular-priced grade of three-piece suites which sold in the neighborhood of \$250. These cheaper suites carry the Berkey and Gay name and have sold so well that sales have been lifted to new levels. And sales of the quality line instead of being cut down have actually increased. With this company the introduction of a price line was a strict necessity, according to all reports, but the use of the name which had become a standard of quality won recognition for the secondary line without affecting sales of the original line.

The Radio Corporation of America achieved its first distinction by placing Radiola super-heterodynes on the market, priced at several hundred dollars. After creating recognition for itself and its product by marketing these expensive sets for several years, the corporation brought out lower and lower priced sets, until now RCA products can be purchased for sums as low as \$25. The remarkable feature in connection with the successful introduction of these cheaper sets—aside from the general lowering of prices throughout the industry—is the fact that the corporation seemed to feel no qualms about placing its name and endorsement on them and that sales of the more elaborate sets kept running along at their former pace.

Launching a Candy Specialty

Orthophonic Victrolas are made in models from \$85 and \$100 to \$300 and up, yet prospects for \$300 machines don't appear to be perturbed over the mere circumstance that their janitors or chauffeurs can buy them for \$100 and say with just as much confidence as they can, "Yes, I have one of the new Orthophonics!" This is an unmistakable quality name, yet its effect upon sales of expensive machines when used on cheaper ones is negligible so far as it is reflected in the sales reports.

A short time ago the Williamson Candy Company, heeding requests from jobbers that it bring out an Oh Henry! bar in a five-cent size, introduced the Copy bar, using as its slogan the phrase, "Get Your Copy Today!" The new bar was not advertised to any great extent, and few outside the trade knew that it was just a smaller-sized Oh Henry! bar. Its sales have fallen far below expectations.

There is an interesting side-light in connection with this failure of the Copy bar to live up to expectations. The jobbers had been claiming more or less openly that they

were responsible for the success of the Oh Henry! bar, that advertising or the trade name had little to do with it. The Williamson company, therefore, turned this bar over to the jobbers and told them to put it across, just as they had done with the Oh Henry! according to their own statements. The result was as might have been expected; most of the jobbers still have their opening stocks on their shelves, and now the company is planning an aggressive advertising campaign to put the Copy bar on a selling basis. Whether a small-sized Oh Henry! bar can achieve wide recognition when divorced from the name is a matter of conjecture, however, while it is generally agreed that if the Copy bar had been termed the "Five-Cent Oh Henry!" bar its success probably would have been immediate.

These instances bring out rather pointedly, then, the general principle that a lower-priced addition to a quality line benefits rather than suffers by being given the same name, and there are few cases to show that the higher-priced product seriously lost prestige. It might even be considered a safe rule to follow that, if the secondary item is as good for its price as the quality article is for its price, sales of both of them will be helped by being distinguished by the same name.

New York Publishers Give Prizes for Best Ads

Allan Brown, advertising manager of the Bakelite Corporation, was awarded first prize of \$100 in a contest conducted by the New York Business Publishers' Association for a series of six advertisements judged as "best stimulating reader interest through featuring timely happenings or developments." L. E. Stibbe, of the General Electric Company, was awarded second prize of \$50.

J. D. Wallace & Company, manufacturers of portable woodworking machinery, announce the appointment of J. B. Murphy as sales manager of the New York office. Mr. Murphy was formerly assistant general sales manager at Chicago, in which capacity he is succeeded by M. A. Cole.

*Sell and prove
first—advise
afterward*

Marquis Regan



• Our success in solving difficult sales problems is attested by many leading manufacturers, over a period of years. The only practical sales laboratory in America.

MARQUIS REGAN Incorporated
SALES COUNSELORS • 270 MADISON AVE. N.Y.

Many a sales manager has found that we advanced his success from three to five years, in one or less. Fee basis. Not an advertising agency. Any situation may be discussed in confidence with Mr. Regan, by appointment.

Encourage your office staff to write BETTER LETTERS

official knows very little. These letters are carelessly written, invoke ill will, and may result in the loss of a valuable customer.

To demonstrate the mistakes many letter writers make and to show better ways of saying the same thing, the Dartnell "Better Letter Program" has been prepared. It consists of thirty bulletins and contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated company for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

4660 Ravenswood Avenue
CHICAGO, ILLINOIS

**The DARTNELL
CORPORATION**



Loose Leaf COVERS of Distinctive Design

CATALOGS—whether for Dealers, Jobbers, Consumers or salesmen, in order to create that necessary “first impression” must be *distinctive and stand out*. In Loose Leaf Form—with Super Embossed Covers—you have a combination of lasting value and exceptional beauty. With the *Super Embossed* process, original, unique designs can be obtained with reproductions of trade marks and packages in *original colors*.

Send for an Illustrated Booklet

For more than twenty-five years we have been manufacturing Loose Leaf Binding devices exclusively. We have styles for every purpose—Catalogs, Price Lists, Sales Manuals, Bulletins, Sales-books, Advertising Campaigns, etc. Our assortment is extensive—more than twenty-five types and styles to choose from.

Our new booklet gives full information and helpful suggestions for the preparation of Loose Leaf editions. A copy gladly sent on request.

THE C. E. SHEPPARD CO.
260 Van Alst Avenue
LONG ISLAND CITY, N. Y.

cesco
BINDERS

Are Your Sales Records Producers or Parasites?

(Continued from page 510)

required. A sales record which tells only part of the story may be more of a parasite on the company's profits than a more costly record which enables the sales manager to act, rather than “to write the salesman for information.” A sales record which can be placed in the sales manager's hands while it possesses news value may not need to be complete to be a producer. The same facts, more elaborately analyzed and collated—but stale because of the time taken in the compilation—may be merely a means of bringing regretful thoughts to the sales executive's mind—a suggestion that the door be locked, since the horse has been stolen.

Those Future Sales Estimates

Sales records which are maintained at great cost in order to enable the sales manager to prophesy future sales, may be, but seldom are, other than parasitical. Because a certain manufacturer needs only to know the amount of construction placed under contract in order to determine his production needs three months later, does not mean that this fortunate condition—or its counterpart—can by any possibility exist with an enterprise in an entirely dissimilar industry.

With many manufacturers the controlling factor of sales for a year in advance is the stock on hand with its customers. If these dealers are carrying heavy stocks, the sales of the following year cannot possibly be above normal, even if the financial and business condition of the country is well above normal. On the other hand, if dealers' stocks are extremely low in these staple commodities, even a panic cannot prevent sales from being above normal.

Consequently, in cases of this kind, records are almost inevitably parasitical, for they are a compilation of estimates based on income tax returns, savings banks deposits, banking clearances and other thoroughly sound indicators of business

to come, from enterprises that are not faced with this “stock in dealers' hands” measuring stick. When the right type of records have been determined and produced they are still bound to be parasites unless they are used.

It is entirely possible that an organization may start with exactly the right type of records, and make exactly the right use of them. This combination, we will grant, gives 100 per cent productive record investment. But in the sales development of the enterprise, the time of those capable of using the types of records established is more and more drawn away from sales direction and control based upon these records, to a more intimate and wider type of sales direction and sales control. The field force changes in its nature, without appreciation of the change, from a group of young and enthusiastic, but inexperienced, workers to a force of fighting veterans knowing their territory and its needs so intimately that it literally bombards the sales department for specific sales service.

In Golfer's Lingo

And thus there creep into being records which, for the lack of qualified sales executive time, cease to be producers, and then become deadly parasites.

A golf comparison may well close this consideration. It may be productive for the professional or ranking amateur golfer to carry ten irons and four wooden clubs—since he uses each one of these fourteen clubs with deadly effect. But this battle array of golf weapons would find many absolute parasites if carried by the average golfer. Instead of perfecting himself by studying the use of the essential clubs he would not only weight himself down with a load of seldom and then unskillfully used “extras,” but they would represent actually a money investment working steadily to his detriment instead of to his advantage—parasites.

Calling the Buyer's Bluff

(Continued from page 505)

"And here comes a third woman," the salesman went on, paying no attention to the prospect's confusion. "That woman is your wife. She's also a thief!"

"Why, you young whipper-snapper," exclaimed the prospect. "I've a notion to—"

"Wait just a minute, please," the salesman broke in. "That's exactly the same thing as you were telling me. Just because one or two other salesmen turned out to be crooked, you accuse me of the same thing. I have the same right to draw conclusions as you have."

"I'm sorry," said the prospect. "You're perfectly right and I beg your pardon. What kind of stock is it you're selling?"

This is another case where the salesman would have been entirely justified in losing his temper and telling the prospect any number of things about what he thought of him, where he might go, and what was the matter with him generally. The salesman kept his self-possession, however, and put his argument across with more telling force than any amount of anger or profanity could have done for him.

Stretching the Truth

When the buyer offers deliberate falsehoods in an effort to put the salesman off, to get a better price, or for any other reason, is another occasion when his bluff must be called. If the salesman, knowing that what is said is untrue, accepts it without question, he not only will lose the respect of the buyer but he will also lose whatever chance he may have had to close a sale.

A special representative of a large manufacturer of automobile bumpers was calling on a car dealer one day in an effort to show him the advisability of installing one of his bumpers on every car sold. The dealer handled one of the more expensive makes, but was sending out the cars he sold equipped with a cheap grade of bumpers.

When the factory man went into the showroom he was met by one

of the salesmen who told him that the dealer was busy and that he wasn't going to buy any of this particular make of bumper anyway. When asked the reason the salesman replied that the dealer had said they rattled.

"He's just a plain liar," came back the representative.

"Maybe he'd like to hear you say that," ventured the salesman.

"All right, you go in and tell him I said he was a liar," was the reply.

Looking for Objections

As soon as the salesman had delivered the message the dealer came bustling out into the showroom. "Are you the man who called me a liar?" he demanded.

"Are you the man who said our bumpers rattled?" countered the representative.

"That was what I said, yes."

"Then you lied."

"How do you know I did? Any bumper that has a lot of different parts is bound to rattle more than one that has just a few parts. Everybody knows that."

"In the first place, while our bumpers are larger and stronger than the other makes, ours have the least parts. In the second place, they are so built that they can't rattle and no one has ever made them rattle. And in the third place, your argument is all wrong, anyway. I suppose you'll admit that your car rattles more than a Ford because it has more parts?"

Here was a buyer who was clutching at straws to find an objection which would excuse him from buying. The objection he advanced was so obviously false that the salesman needed to feel no compunction about telling him so in rather brisk language. A story of a similar nature was told recently by O. L. Swanzey, president of the Shelton Hat Company.

He had heard stories of a certain purchasing agent's manner of treating salesmen like so many young pups, and as his house was breaking in a new salesman and

introducing a new line of Panama hats at the same time, he felt that this would be a good opportunity to interview the hard-boiled buyer.

After the usual preliminaries, he told the buyer that he had a few numbers in Japanese Panamas to show him.

"Throw them on the table there," was his surly answer while he turned back to his work, leaving Mr. Swanzey and the new salesman waiting for him for some twenty minutes. After a while he added, "How much are you asking for this stuff?"

Mr. Swanzey replied that \$24 a dozen was the price. The buyer looked him over very carefully. "How much?" The price was repeated, and again he came back, this time louder and more offensively, "How much?" Still Mr. Swanzey kept his voice lowered and answered, "\$24 a dozen."

Buyer Overstated Case

"Why, I can buy these same identical numbers from J. Gallay in New York for \$16.50 a dozen," exclaimed the buyer irritably.

"Mr. Buyer, you are just a damned liar," said Mr. Swanzey.

"What do you mean by standing there and calling me names?"

"Just exactly what I have said. In the first place we have our own buyer in Japan and these hat bodies cost us \$18 a dozen landed through the custom house in St. Louis. And, secondly, the J. Gallay Company has built up a tremendous yearly business selling to the jobbers only. They aren't going to jeopardize that business just to sell you a few dozen hats. So I want to repeat what I said in the first place."

The buyer looked dumfounded for a moment, then lowered his gaze and finally said to his assistant, "What do you think of these shapes?" The assistant answered that they were about what the women wanted, so he turned to Mr. Swanzey and said, "Send me two dozen each of these shapes and I will try them out."

free A booklet of facts, "ARGENTINA AS A MARKET FOR AMERICAN PRODUCTS," mailed free on request

South America Bought Nearly a Million Dollars' Worth of American Radio Apparatus in 1925

In 1925 Argentina alone bought \$408,593 worth of American radio apparatus, an increase of \$116,853 over 1924. Total sales in South America during 1925 amounted to \$999,123, an increase of \$283,286 over the previous year.

LA PRENSA of Buenos Aires

is the best advertising medium for radio in the Argentine market, the most important in South America.

The first newspaper in Argentina to give daily news of developments in radio was LA PRENSA. For several years daily and Sunday radio sections have been a feature of the paper. Many thousands of letters have been received by the radio editors from amateurs.

A special report on sales of radio apparatus in Argentina telling why increased sales are forecast for 1927 will be sent without cost to sales and advertising managers.

JOSHUA B. POWERS

Exclusive Advertising
Representative

250 Park Avenue, New York

LA PRENSA

"South America's Greatest Newspaper"

OCCUPATIONAL ANNOYANCES

**"My work
Penalizes
my throat"**

**"Without Luden's
I would be lost,"
writes a Kiwanis
governor.**

"I use the 'phone constantly, sell merchandise, dictate many letters, address audiences, speak over the radio—and smoke too much. I get the greatest relief from Luden's. They always soothe my throat."

(Original letter on file)

Hundreds of similar letters praising Luden's have been received from those who must depend on a clear voice and a trouble-free throat.

Luden's beneficial and exclusive menthol blend will relieve and soothe *your* throat and nose. Especially helpful for summer colds, and hay fever. Sold everywhere—in the familiar yellow package—5c.

Luden's Menthol Cough Drops

My Experience in Selling to Big Industries

(Continued from page 522)

These various conflicting interests—rather these various interests which seem to conflict must be studied by every salesman who goes after any order that runs into big figures. The salesman must study the organization of each individual prospect—he must find the right appeal to the various men who have some "sayso" in placing—or killing—an order. If he doesn't do this, he will find himself up against a stone wall. He will find himself losing orders without knowing the reason why.

Following an Inquiry

In following up inquiries we find it necessary to send our literature to every man who may be interested. When we receive an inquiry from a purchasing agent we are almost certain that it was some other member of the prospect's organization who originated the inquiry. What has happened is that someone has asked the purchasing agent to get prices on window shading equipment. True to his calling the purchasing agent gets prices from every manufacturer of shading equipment he can find. All this literature is put in a folder and dumped on the desk of the man who made the original inquiry. Along with several others our literature goes to the interested prospect.

But if we dig up the names of every man in the organization who is likely to have originated that inquiry, we have the lead on our competitors, for when the matter finally comes up "in conference" every executive in the company knows something of our equipment. Even though he may not have paid much attention to our mailings, he has at least heard of our equipment.

Without casting any reflections in any way, it is necessary for us to ignore a great many purchasing agents for the reason that no purchasing agent can be expected to know all about everything he buys.

He may buy shading equipment once in a lifetime. How can he know the needs of his plant? How can we give his company the best service unless we can work with the men in charge of the plant?

We do not sign the salesman's name to any letters sent to prospects except those letters which are directed to the man who made the original inquiry. In this way we are able to go after every man who may have some influence in placing the business and at the same time protect the salesman.

We endeavor to start the sales work on a prospect as soon as we can—when ground is broken for a new plant if possible. Our calls continually grow more frequent as the construction work progresses.

Building Up a Sale

If we are unable to sell the prospect shading equipment for the entire plant we do not hesitate to go after a small order calling for shades for only a small percentage of the window area of the plant. Experience has proved that once we sell shading for any part of a plant, we are almost certain to get an order for a complete shading job eventually. Recently we completed a shading job which totalled \$37,000 as a result of an original order for \$1,700. We first tried to sell shades for the entire plant, but failed. Rather than give up, our salesman sold shades for a small part of the plant. Gradually we received orders for the remainder of the plant.

So, as I said in the beginning of this article—the salesman who sells to industrial plants must be willing to try every possible angle of approach—he must sell every man who has any influence. More than that, he must not quit when he can't sell all of the equipment he thinks or knows the prospect needs—he must be willing to sell trial orders and then follow through until he completes the work.

Lumber Men Plan Five Year Campaign

Pledges totaling \$750,000 a year have been made by the sawmill operators in all parts of the country toward a fund of \$1,000,000 a year for a period of five years, to be used in advertising and research work as a means of broadening the markets for lumber and forest products, according to Wilson Compton, secretary of the national lumber trade extension committee.

He expressed the hope that through the cooperation of the wholesalers, dealers and allied interests, the fund will reach \$1,250,000 a year for the five-year period before the work of the campaign is started. The project was inaugurated last April under the auspices of the National Lumber Manufacturers Association. The drive will not be started, however, until pledges for \$1,000,000 annually for the period have been obtained.

The attendance at the opening session of the convention of the National Hardwood Lumber Association, held recently in Chicago, was the largest in the history of the association.

Schwab Stresses Need For Profits

"Business will continue good," declared Charles M. Schwab in a recent speech, "if the American business man will keep his eye on the ball and begin devoting more attention to a reasonable profit on his return and less to mass production."

"The volume of business is good," he continued, "but profits are not keeping pace with increased production. You've got the volume, now watch the profits and see that they are in proportion. Keep optimistic, look to the future, but watch out that the big volume of business doesn't blind you to the fact that business without profit is worse than no business at all."

The Buchen Company, Chicago, has been appointed to handle the advertising of the Reo Motor Car Company.

Printers with Reputations Use Only Materials Possessing Unmistakable Character

TOBY RUBOVITS, INC.

of Chicago

has consistently used



THE HIDELESS LEATHER

The application of Keratul to the art of bookbinding, was an important step in making many commercial books permanent and beautiful.

There are many factors which have made Keratul definitely known and universally used as an economical material for large and small use.

The samples which we will be glad to send you, tell the story

THE KERATOL COMPANY
308 Clifford and Keratul Streets
NEWARK, N. J.



IF YOU HAVE A SELLING PROBLEM

Don't Fail to Send for a Copy of This

FREE BOOK

ON DIRECT-BY-MAIL ADVERTISING

Shows how to increase sales and decrease selling costs.

"Wonderful Stuff!" is echoed by all who have read it. "Recently I invested in a set of business books that cost a lot of money," wrote one;—"But I got more real benefit from your little book than from all of them!"

And, now, all you have to do to get YOUR COPY is to clip out this advertisement, pin it to your regular business letterhead, and mail it to the

ELLIOTT ADDRESSING MACHINE CO.
149 Albany St., Cambridge, Mass.

Sales Cuts

Ready-for-Use Illustrations. Shipped Same Day Order Is Received. Write for Proof Sheets

Monarch Studios
343 5th Ave. N. Y. C.



Binders for Sales Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

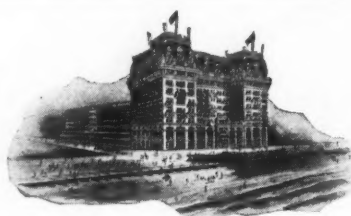
Made of heavy durable material, bound in Super-Finish Art Leather. The cover is finished in two-tone dark brown Spanish grain with lettering and panels in antique bronze.

You will want a binder for your desk or library.

Price, \$2.00 each, postpaid

SALES MANAGEMENT MAGAZINE

4660 Ravenswood Ave. Chicago, Ill.



The Breakers

Atlantic City, N. J.

Right on the Boardwalk

Preferred—

In winter and all season — by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges—Orchestra—Dancing Garage on Premises

Joel Hillman
President

Julian A. Hillman
Vice-President

LITHOGRAPHED LETTERHEADS

Produced in Black Ink on
No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.

Send for lithographed samples of companies whom we are serving.

100 M or over	\$1.20 per M	25 M lots	\$1.45 per M
50 M lots	1.25 per M	12½ M lots	1.70 per M

[Minimum quantity 12½M]

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.

1718 No. Robey Street, Chicago, Ill.

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

PROVE IT! SHOW HIM THE LETTERS

IF your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 35 W. Adams St. Chicago

\$124,342.25 Worth of Merchandise Sold by Letters

At a cost of only \$2,552.24. A copy of the letter sent you free with a 212-page copy of POSTAGE MAGAZINE for 50c. POSTAGE is devoted to selling by Letters, Folders, Booklets, Cards, etc. If you have anything to do with selling, you can get profitable ideas from POSTAGE. Published monthly, \$2.00 a year. Increase your sales and reduce selling cost by Direct-Mail. Back up your salesmen and make it easier for them to get orders. There is nothing you can say about what you sell that cannot be written. POSTAGE tells how. Send ad and 50c for sample.

POSTAGE, 18 E. 18 St., New York, N. Y.

Spasmodic Bursts in Sales

(Continued from page 514)

or your business is wrong! And you must quit in favor of a better man or a better business.

Artificial stimulation can't possibly save you.

Having determined by cold-blooded analysis just what the probabilities of your business are—not possibilities—you will determine, if you elect to go on, just what means and men are necessary to materialize those probabilities. Your "policies" will follow naturally; your sales quotas will already have been set—by territorial divisions; you will select your men and you will insure their results by providing procedure instructions, training, cooperation and supervision to make results certain.

Then the confidence and the respect of the salesmen for masterful leadership insures loyalty—instinctively they know that the true value of accomplishment is accurately appraised and rewarded by the company. There is a constant incentive to use their best efforts, sure cooperation by intelligent supervision in case they need help to overcome obstacles.

Picking Real Producers

Men are employed with a full understanding of what is to be expected and what the extra reward shall be if expectations are exceeded. Men operating under a quota basis are paid directly in accordance with results. They accept the reasonableness of the quota because the soundness of its basis is sold to them when they accept their jobs. If they can't see it, they are not hired. If they can't meet quotas after taking their jobs, they are automatically dropped and other men employed.

True, it is not easy to operate a sales force under these conditions. It is much easier to operate under old-fashioned, least-resistance methods and keep weak men, rather than take the trouble—and courage—to develop an organization of quota makers. That

is why so many weak sales organizations are at the mercy of their salesmen. The writer interviewed over 500 applicants for sales positions in one year, and picked out 35 men. Twenty men out of the 35 were dropped in less than six months, but the 15 left were quota makers.

Of course incentive, spirit and thought-provoking ideas must constantly be used to help keep up enthusiasm, interest and results even in the very best sales organizations. Successful selling, individually or collectively, depends upon the spirit of the man or men—and the spirit of the men is the measure of the sales leader.

Meeting a Crisis

When adversity comes—when seemingly superhuman efforts must be used to overcome unforeseen contingencies, then artificial stimulation, perhaps, must be used by even the best sales managers. But at such times, cheap, silly, childish tricks—exaggerated claims for the goods, faked sales records, accompanied by "ballyhoo" advertising and the hip-hip-hurrah "pep meetings" are never used by the high grade selling organization. The best artificial stimulation to a high grade sales organization is a frank and sincere appeal for help—and the vital importance of getting certain results to save the day. In such cases, loyal men will come to the rescue with every atom of brains and energy that they possess! They know the reason for super-effort is a vital one.

After all, the effectiveness of artificial stimulation in pathology and in sales organizations depends upon the soundness of the patient's health when he is well!

Editor, "Sales Management":

We have subscribed to "Sales Management" since the day it was born, therefore our opinion on it is A-1 and each issue grows better and better.—Cable Wagner, Sales Manager, The Wagner Manufacturing Company, Sidney, Ohio.

TIPS



While the screws of editorial restraint have gradually eliminated all superlatives and all but eight or ten pastel-tinted adjectives from the Tips editor's vocabulary, still he ventures a paragraph of praise for a booklet on "Argentina as a Market for American Products," which the postman brought in only a day or so ago. It's a modest booklet with more facts to the agate line than most promotion ventures boast to a page. If you are at all interested in developing export markets, you will want the information this small folder carries between its covers. You may have it by sending a request to Joshua B. Powers, 250 Park Avenue, New York City.

"Help" is the unadorned title of a book in which the St. Louis Globe-Democrat describes the cooperation it gives national advertisers. Another new survey from the same source is "Market Possibilities in the 49th State for Oil Burners and Electric Refrigerators." Copies of both are available on request to Douglas V. Martin.

A fistful of successful ideas and plans used by various concerns in carrying out sales contests are described in a new book from the United Premium Sales & Service Company, 307 North Michigan Avenue, Chicago. For example, the plan is described through which the Beaver Products Company in its 1925 fall sales contest, signed 1,291 new dealers, opened 835 new towns, and booked half a million dollars' worth of initial business. Any sales executive may have a copy without charge.

In pursuance of the idea that letterheads are not merely identifying sheets of paper upon which to write letters, the Monroe Letterhead Corporation has issued another new collection of "Letterheads by Monroe" to suggest to sales executives methods for lending selling value to the letterhead design. This portfolio, while bearing the same name as its predecessor, is an entirely new edition, so *Sales Management* subscribers may request a copy without fear of duplication. The address is Huntsville, Alabama.

A book which is a plum pudding of valuable information on patents, copyrights, trade-marks, and other legal machinery whereby a man can protect his money-making ideas from the encroachments of the copy-cat fraternity, is issued by Lacey & Lacey, patent lawyers of Washington, D. C. It's called "Patent-Sense," and it touches also on the licensing of rights, foreign patents, state laws affecting patent property, and all such devices for keeping out of legal hot water. Write the company at 635 F

Street, North West, Washington, D. C., if you'd care to have a copy.

While the Tips editor isn't engaged in selling subscriptions to any periodical except the one identified on the front cover, nevertheless he thinks it possible that you'd be interested in *Foreign Trade*, a new monthly sponsored by the American Chamber of Commerce in France. Its avowed purpose is to "bring the business communities of Europe and the United States into closer and more active contact with one another," and just to prove that it's living up to this creed, witness the article in the September issue by Philip S. Salisbury, vice president of The Dartnell Corporation, on "That Familiar Figure, Homo Sapiens," in which Mr. Salisbury discusses the sales approach in European markets. If you wish to get in touch with headquarters, the address of the American Chamber in France is 32, Rue Taitbout, Paris.

It's entirely possible that we are committing the crime of duplicating an old paragraph in this same column by calling your attention to "What Farmers Eat," the summary of an investigation conducted by the Meredith Publications from 55,000 signed reports in the North Central states. Nevertheless it's as good a study of its kind as we have seen and we're not hesitating to recommend it to any food products manufacturer who hasn't seen it. The Bureau of Market Analysis of the Meredith Publications has some available copies—the address is Des Moines, Iowa.

A wag more or less remotely connected with the Dartnell outfit in New York sends a dozen square inches torn from a book cover, with this inviting comment about its source: "You might tell your audience that Mr. Merle Thorpe will send them a copy of a recently published book called 'The New Control'—a book embellished with a colored map of the world, done in a slightly cock-eyed fashion, showing in pictorial form the leading industries of each country—from bootlegging on the Canadian border to lion hunting in the veldts of Africa, and thence to gold-digging in Alaska and other social centers. The material inside lives up to the high expectations aroused by the map printed on the cover boards." Having thus aroused our curiosity, he appends the remark that here's the cover, but he's kept the book for himself. The Tips editor is here-upon dropping a note to Mr. Thorpe in care of the *Nation's Business*, Washington, D. C., to find out what it's all about. If the gentleman quoted above is not careless about facts, go thou and do likewise—without fee.



14,882,648 Lines
In Eight Months

This was the Dispatch advertising record first eight months of 1926, a gain of 1,311,809 lines over the corresponding period of 1925.

The Dispatch exceeded all other Columbus newspapers combined by 1,944,151.

During this period the Dispatch led the second largest Ohio newspaper by 2,745,223 lines.

Net Paid Circulation

City 55,812

Suburban 26,973

Country 23,666

Total Circulation 106,451

*Largest Circulation in
Central Ohio*

The Columbus Dispatch
OHIO'S GREATEST HOME DAILY

HOTEL Cosmopolitan DENVER COLORADO

**460 Rooms with Bath
OPENED JUNE 5, 1926**

*The largest and finest hotel
in the State*

One block from all car lines

One mile from the noise

The leading hotel of Denver

**"Chief" Gonzalez
and his "Royals" every evening**

**CHARLES F. CARROLL
General Manager**

*The "METROPOLE" is now an annex
to the "COSMOPOLITAN"*

Montague Disagrees with Prof. Ripley

(Continued from page 552)

raise a serious question of constitutional law."

This is all the more surprising after Professor Ripley's campaign last year against non-voting shares of stock. That campaign was launched by Professor Ripley in an address before the Academy of Political Science in New York in October, 1925, which was interpolated in the program under the topic of the Federal Trade Commission. It so happened that I was the next speaker on the program, and, because of the very obvious misapprehension under which Professor Ripley was laboring regarding the limits of the commission's lawful authority, I was constrained, before taking up my assigned topic of the commission's present procedure, to remark that there was nothing whatever in the Federal Trade Commission Act which could possibly justify any action by the commission along the lines urged by Professor Ripley. Professor Ripley's only reply was that "if the commission did not now have this power, it ought to be given it," which in the face of the language of Mr. Justice Holmes and the Supreme Court and Federal Court decisions above quoted is certainly a debonair method of brushing aside the Constitution of the United States. Later, however, Professor Ripley very wisely changed his plan of attack, and instead of proposing action by the Federal Trade Commission, he appealed directly to the business and financial world's sense of fairness, with the result that in a remarkably short time he rallied to his support what probably is the preponderance of business and financial public opinion.

Professor Ripley is, therefore, regrettably standing in his own light, and jeopardizing his great reputation, when he turns aside from educating public opinion, and so unnecessarily lends his authority to the support of a paternalistic governmental proposal, which legally is absurd.

PERSONAL SERVICE AND SUPPLIES

EXECUTIVES WANTED

WANTED—THE GENERAL MANAGER OF a New England concern doing over \$1,000,000 needs a second. The man engaged must have successfully sold. He must be able to function as General Sales Manager. But beyond the sales end alone, he must be a real business man with level head, analytical mind, ambition, initiative and vision. He must inspire the confidence of his own organization customers and bankers. In short he must be a man of general manager calibre with keen sales sense. The product is marketed to other producers. It is a staple where repeat orders can be counted on. Experience in lines sold trades such as shoe and needle trades would be valuable especially where working with superintendent, foremen and operators has been necessary. The right man will be allowed to acquire an interest in the company if he makes good. No age limit is imposed. The work will require sound health, abundant energy and a determination to surmount obstacles. The starting salary will be ample. Beyond that increase will be up to the man. There is virtually no limit. Apply by letter stating age, education, experience, past and present employers, special qualifications and starting salary expected. Further details and interview will be accorded those who evidence superior fitness. Box 1102, Sales Management, 4660 Ravenswood Ave., Chicago.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

RAPIDLY GROWING MIDDLE WESTERN Manufacturer of High Grade line of goods sold to Jewelers, Drug Stores, Trunk and Department Stores throughout the entire country needs the services of a well educated young man (not under 27) experienced in correspondence, credit and sales work. Position carries a good salary and offers excellent future for a thoroughly competent ambitious man. Confidential correspondence invited. Address Box 1195, Sales Management, 4660 Ravenswood Ave., Chicago.

POSITIONS WANTED

SALES EXECUTIVE, FULLY CAPABLE of assuming full charge of sales organization, is considering change. Age 34, present connection over 5 years. My experience will interest any organization requiring an aggressive sales or branch manager. Interested only in permanent proposition with remuneration commensurate with ability. Address Box 1100, Sales Management, 4660 Ravenswood Ave., Chicago.

POSITION WANTED—FOUR YEARS' training with one of the world's largest organizations as assistant sales manager. Ten years as salesman on the firing line. Experience that has equipped me with a fund of knowledge on successful selling that affords a splendid opportunity to strengthen your sales force. Personal interview solicited. Box 1104, Sales Management, 4660 Ravenswood Ave., Chicago.

SALESMEN WANTED

SALESMAN—WELL RATED MANUFACTURER desires additional representatives to handle combination order blanks and envelopes, also loose-leaf devices and printing. Direct to consumer. Commission basis, full or part time. Exclusive territories. References required. This is not a get-rich-quick proposition but an opportunity for sincere men to add from \$100 to \$500 per month to their incomes. The Workman Mfg. Co., 1200 W. Monroe St., Chicago, Ill.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

ADVERTISING AGENCIES

SECURE SALESMEN, DISTRIBUTORS, etc., quickly through classified newspaper advertising (want ads). We place your 24-word advertisement in best ten metropolitan dailies for \$20. Catalog free. Martin Advertising Agency, 35 West 39th St., New York.

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"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG